



**Solicitation Information  
November 21, 2012**

**RFP # 7458306**

**TITLE: Sustainable Rhode Island: A Regional Plan for Sustainable Development**

**Submission Deadline: Thursday, January 3, 2013 at 2PM**

PRE-BID/ PROPOSAL CONFERENCE: **Yes**  
Date: **Wednesday, December 12, 2012, 10:00 AM**  
Mandatory: **No**  
Location: **Department of Administration, One Capitol Hill, Providence, RI, 2<sup>nd</sup> Floor, Conference Room B**

Questions concerning this solicitation must be received by the Division of Purchases at [rfp.questions@purchasing.ri.gov](mailto:rfp.questions@purchasing.ri.gov) no later than **Friday, December 14, 2012 at 12 Noon**. Questions should be submitted in a *Microsoft Word* attachment. Please reference the RFP# in the subject of all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to monitor the website and download this information.

SURETY REQUIRED: **No**

BOND REQUIRED: **No**

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**Vendors must register on-line at the State Purchasing Website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).**

**NOTE TO VENDORS:**

Offers received without the completed three-page RIVP Generated Bidder Certification Form attached may result in disqualification. This form is available at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

**THIS PAGE IS NOT A BIDDER CERTIFICATION FORM**

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## SECTION 1 General Information

The Rhode Island Department of Administration, Division of Purchases (“Division”) is soliciting proposals for Planning, Project Management, Technical Assistance, Facilitation, Public Participation and Communications Consulting services from qualified respondents, and in accordance with the terms of this Request for Proposals (RFP) and the State’s General Conditions of Purchase.

This solicitation, and subsequent award, is governed by the State’s General Conditions of Purchase, which is available at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

### **INSTRUCTIONS AND NOTIFICATIONS TO RESPONDENTS**

**Potential Offerors are advised to review all sections of this Request for Proposal (RFP) carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.**

This is a Request for Proposal, not an Invitation for Bid. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to price; there will be no public opening and reading of responses received by the Division of Purchases pursuant to this request, other than to name those Offerors who have submitted proposals. Please note the following:

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All cost associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the Offeror. The State assumes no responsibilities for this cost.
4. Proposals are considered to be irrevocable for a period of not less than one hundred twenty (120) days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.
5. All prices submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division of Purchases.
7. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibilities for all aspects of the work. Joint venture and

cooperative proposals will not be considered. Subcontractors are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.

8. All proposals should include the vendor's FEIN or Social Security Number as evidenced by a Form W-9, downloadable from the Division of Purchases' website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.

10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP will be considered to be Public Records as defined in Title 38, Chapter 2 of the General Laws of Rhode Island, without exception, and will be released for inspection immediately upon request once an award has been made.

11. Interested parties are instructed to peruse the Division of Purchases' website on a regular basis, as additional information or changes relating to this solicitation may be released in the form of an addendum to this RFP. It is the responsibility of all potential offerors to monitor the website and be familiar with any changes issued as part of an addendum.

12. Equal Employment Opportunity (G.L. 1956 § 28-5.1-1, et seq.) - §28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmation action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies in all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Opportunity Office at (401) 222-3090.

13. In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-2040). This is a requirement only of the successful vendor(s).

14. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirement, which should address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information, please contact the MBE Administrator at (401) 574-8253 or visit the website [www.mbe.ri.gov](http://www.mbe.ri.gov) or by email at [charles.newton@doa.ri.gov](mailto:charles.newton@doa.ri.gov).

15. Persons or firms practicing Architectural and/or Engineering and/or Consulting Services in the State of Rhode Island must possess a proper registration and Certificate of Authorization in accordance with Rhode Island General Laws.

A copy of the current Rhode Island Certificate of Authorization for the firm and current Rhode Island registration(s) for the individual(s) who would perform the work must be included behind TAB 1 of each copy of the Proposal.

To acquire a Rhode Island registration(s) and Certificate of Authorization, the Board of Design Professionals can be contacted as follows:

**(Note: THIS IS NOT THE ADDRESS FOR PROPOSAL SUBMISSION)**

Board for Design Professionals  
One Capitol Hill (3rd Floor)  
Providence, RI 02908-5860  
Tel: 401-462-9530  
Fax: 401-462-9532  
Website: [www.bdp.state.ri.us](http://www.bdp.state.ri.us)

The respondent's Proposal may be disqualified and removed from consideration if the Proposal fails to include the required current Rhode Island Certificate of Authorization for the firm and current Rhode Island registration(s), or, in absence of these documents, to acknowledge need to acquire them prior to award if selected.

17. Questions concerning this solicitation must be received by the Division of Purchases at [rfp.questions@purchasing.ri.gov](mailto:rfp.questions@purchasing.ri.gov) by the date stated on page one of this solicitation. Questions should be submitted in a *Microsoft Word* attachment. Please reference the RFP# in the subject of all correspondence. Questions received, if any, will be posted on the Division of Purchases website as an addendum to this solicitation. It is the responsibility of all interested parties to monitor the website and download this information. If technical assistance is required to download, call the Help Desk at (401) 574-9709.

## SECTION 2 Scope of Work

### 2.0 Background

#### ***Sustainable Rhode Island: Regional Plan for Sustainable Development***

In February 2012, the State of Rhode Island, recipient of a \$1.9 million HUD Sustainable Communities Regional Planning Grant (SCRPG) began work on developing a Regional Plan for Sustainable Development designed to build on the regional planning exercises the state has been engaged in since 2006. Land Use 2025, the first of these regional planning efforts challenges all Rhode Islanders to work collectively to design, build and conserve the State's communities and landscapes over the next twenty years. It is the major connective state guide plan element and with Transportation 2030, the state's long range transportation plan, and the state's water plan, RI Water 2030, lays out a vision for Rhode Island as a unique and special place, retaining its distinctive landscape, history, traditions and natural beauty, while growing to meet its residents' needs for a thriving economy and vibrant, affordable places to live. Through *Sustainable Rhode Island* the state seeks to advance the vision of the three existing plans by developing new state economic development and housing plans and strengthening the connections among all of the state plans through integrated performance measures and implementation strategies. Together the plans will comprise a Regional Plan for Sustainable Development, which will guide the state in the coming years.

The grant is managed by a 19 member consortium of six state agencies, nine municipalities, and three nonprofit organizations. The Rhode Island Division of Planning is the lead member of the Consortium and the fiscal agent for the grant. The Rhode Island Division of Planning, working with the Consortium described above is seeking proposals for an approximately 24 month effort to develop *Sustainable Rhode Island: A Regional Plan for Sustainable Development*.

### 2.1 Purpose and Objectives

The SCRPG will support a program of key activities to advance sustainability and equity in Rhode Island as summarized below (specific details for each activity are provided in Section 2.3 Work Tasks). Also below are specific questions to be used in guiding development of responses to the specific work tasks listed in each element.

**Social Equity:** Social equity is a principal theme for *Sustainable Rhode Island*. The *Sustainable Rhode Island* planning process will work to advance social equity by improving both the involvement of marginalized communities in planning processes (procedural equity) and the outcomes of plans for those communities (distributional equity). The creation of a Social Equity Advisory Committee (SEAC), a panel of resident stakeholders and community organizations is underway. This group will work with the Consortium and consultant teams to infuse social equity throughout all of the *Sustainable Rhode Island* planning processes and outcomes. The grant consortium is very serious about using every element of this grant to further social equity throughout the state. Working with the Consortium, the social equity advisory committee, and local nonprofits, the consultant team will be expected to analyze the potential impacts of plan and policy recommendations on low income communities and minority communities across the State and ensure that they promote positive community impacts.

*How can we ensure we reach nontraditional representatives, and how will your project approach ensure their perspective is represented in all our efforts?*

**Public Participation, Relations & Communications:** *Sustainable Rhode Island* must have a robust, professional “two-way” public engagement and communications strategy using a range of media platforms to disseminate information and promote ways that Rhode Island’s residents, businesses and organizations can meaningfully contribute to the *Sustainable Rhode Island* planning process. Particularly important will be the development of strategies to reach and engage traditionally underserved populations such as minority groups, non-English speakers, low income individuals, and persons with disabilities. *How will your project approach ensure that Rhode Islanders are engaged and care about the Sustainable Rhode Island process and outcomes?*

**Economic Development Plan:** Rhode Island, through the SCRPG seeks a new paradigm for economic development with an eye toward setting investment principles for the state, broadening traditional leadership networks, building on our strengths and understanding our current struggles in the context of our place in the local, regional, national, and even international markets. Over the past several decades, Rhode Island’s population has remained fairly constant, while developed land and infrastructure investments have spread. From a practical, economic perspective, such development habits are simply not sustainable. Rhode Island must focus on its assets, our small size, dense traditional population centers, and relatively concentrated infrastructure. A comprehensive community assets evaluation and economic development plan are needed to support job creation and enhance Rhode Island’s prosperity, while encouraging regional cooperation. Focusing on what Rhode Island is best suited to do and produce in relation to its neighbors will change the current dynamic of competition to one of cooperation. The economic development plan must provide a framework to underpin economic development activities in Rhode Island. It will use place-based strategies to ensure that economic growth doesn’t come at the cost of unsustainable land use and development.

*How can Rhode Island build upon its existing assets to ensure future economic prosperity for all Rhode Islanders? What can Rhode Island do locally to promote economic success in the regional, national, and international contexts?*

**Growth Centers Strategy:** Growth Centers for Rhode Island are envisioned to be dynamic and efficient places that have a core of commercial and community services, mixed-use development, accessibility by foot, bicycle and/or transit, and natural and built landmarks and boundaries that provide a sense of place. All centers will share common characteristics such as public and private investment in services, public facilities, access to public transportation or a “transit ready” layout, availability of drinking water and wastewater systems capacity, and some combination of housing, commercial and/or industrial buildings. Recognizing the distinct urban, rural, and suburban areas of the state requires the development of various types of growth centers that differ in size, local and regional importance, and public services provided. Through this project element natural, cultural and economic assets will be identified and mapped, and growth center types will be defined. The assets and growth centers should support the vision described in Rhode Island’s Land Use 2025 plan.

*How will Rhode Island’s growth centers nurture and accommodate future development and growth in the state while protecting its natural and cultural resources?*

*How can Rhode Island best determine where the different types of growth centers should be located and how large they should be?*

**Housing Plan:** Rhode Island recognizes that among its many challenges, providing quality housing for all residents is of paramount concern. As part of the SCRPG a new Housing Plan will be developed to direct housing development and investment at the state and local level. The Housing Plan will address existing and projected housing need by type and tenure and recommend goals, policies, and strategies to ensure that housing is accessible to all ranges of household income identified throughout the state. The housing plan will build off of the preferred development scenario identified in Land Use 2025 of compact, sustainable growth, and as such, will result in strategies that will promote equitable, diverse and affordable housing opportunities, expand energy efficient housing choices, and improve access to employment for all Rhode Island residents.

*How does Rhode Island meet the housing needs of all its residents in a manner that supports a prosperous economy and aligns with Land Use 2025?*

This question refers to the Economic Development Plan, Growth Centers Strategy and Housing Plan:

*What are the key intersections among the Housing, Economic Development, and Growth Centers elements that will have the greatest positive impact on Rhode Islanders?*

**Technical Assistance and Capacity Building:** This portion of the SCRPG seeks to build capacity within state and local governments, among Social Equity Advisory Committee members, with the Consortium, and among those who will implement *Sustainable Rhode Island*. Municipal officials and staff must be fluent and comfortable with the principles and practices of sound land use planning, economic development and other related subjects. Social Equity Advisory Committee members must be given a foundation of knowledge necessary to have a stronger voice in the state's planning and decision making processes. Programs must be designed to build the capacity of communities and the state as a whole to adopt and implement land-use, economic development, and housing policies and practices that preserve community character and are equitable, environmentally sound and economically beneficial.

*What are the tools Rhode Island professionals need to make technical assistance and capacity building meaningful?*

**Performance Measures:** Performance measures and indicators that can be regularly tracked, compared, and published will be developed as part of *Sustainable Rhode Island*. These performance measures and indicators will be essential to benchmarking the state's progress in achieving the vision outlined in the plan. Indicators will provide broad information about conditions in the state, while performance measures will track specific outcomes of planning, policy and programming. Indicators should be understandable and accessible to a wide variety of users, including the general public and the media, and reflect long term trends important to stakeholders. Relationships between performance measures and indicators must be clear. The performance measures developed will be coordinated with the implementation strategy so that progress can be tracked over time.

*How can data and performance measures be used to tell the meaningful story of Rhode Island's progress over time?*

**Integrated Implementation Strategy:** Using the HUD Livability principles as a guide, the priority goals, strategies and actions of the five elements of *Sustainable Rhode Island* (Land Use 2025, Transportation 2030, Water 2030, the new Housing Plan and new Economic Development Plan, along with the growth centers strategy) will be synthesized into an integrated implementation program and



matrix outlining the specific steps that will move Rhode Island from planning to action. The implementation program will articulate short, medium and long term actions that are necessary to move the region towards sustainability. The implementation document should serve as a living, publicly accessible document that will direct Rhode Island towards its sustainability goals. As part of the implementation program, the consultant will produce an executive summary of the entire project that will serve as the regional plan for sustainable development as well as a document that describes in-depth how to implement the priority goals, policies and strategies.

*How will this integrated implementation strategy demonstrate positive progress towards the vision, goals, and strategies of Sustainable Rhode Island?*

## **2.2 Project Approach**

The RI Division of Planning's seeks a team of consultants to accomplish the various tasks described in the RFP. It is absolutely essential that any team of consultants selected be able to work together. Such coordination must also extend to the work of the grant Consortium, its committees and any local organizations working on components of the SCRPG. This coordination must occur during and throughout the planning and implementation strategy creation processes. The RI Division of Planning strongly encourages proposals from teams with local or regional knowledge and experience. In addition to any task-specific requirements described below, responses to any portion of this RFP must demonstrate:

1. The respondents' understanding of the HUD Sustainable Communities Regional Planning Grant Program objectives;
2. The respondents' understanding of and qualifications to address and/or support the Sustainable Communities Regional Planning grant application submitted to HUD by the RI Division of Planning and;
3. The respondents' qualifications to address and/or support the HUD-DOT-EPA Partnership for Sustainable Communities' Livability Principles as part of this project. The six Livability Principles are: 1) provide more transportation choices; 2) promote equitable, affordable housing; 3) enhance economic competitiveness; 4) support existing communities; 5) coordinate policies and leverage investment; and 6) value communities and neighborhoods.

Additional information on the Federal Partnership for Sustainable Communities and Rhode Island's approved grant is available at:

1. Livability Principles: <http://www.epa.gov/smartgrowth/partnership/#livabilityprinciples>
2. Land Use 2025, Transportation 2030, and Water 2030: <http://www.planning.state.ri.us/spp>
3. Federal Partnership for Sustainable Communities: <http://www.sustainablecommunities.gov>.
4. HUD's notice for applications to which the State responded, please visit: [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/administration/grants/nofa11/2011grpscrplccg](http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/nofa11/2011grpscrplccg)
5. Rhode Island's HUD approved grant application: [http://www.planning.ri.gov/misc/communities/RISC\\_Application.pdf](http://www.planning.ri.gov/misc/communities/RISC_Application.pdf)
6. HUD – Rhode Island Cooperative Agreement <http://www.planning.ri.gov/misc/communities/Signed%20HUD%20Cooperative%20Agreement.pdf>

### ***2.3 Work Tasks***

The consulting work for this grant is split into eight (8) elements related to the program of key activities described above. Each element is divided into separate tasks as described in detail on the following pages.

## **Element 1 Public Participation, Communication and Relations**

### **Task PPC 1 Develop Public Participation and Communications Strategy**

Develop a comprehensive, integrated, and professional communications and public participation strategy that addresses all of the project's topical areas: housing, economic development, growth centers, data and performance measures, technical assistance and capacity building, social equity, and implementation. It should describe the tools and techniques that will be used to inform a broad range of residents, businesses, and organizations of the Sustainable Rhode Island effort, communicate the project's importance, and engage them in the development of the project elements.

The consultant will use the strategy to 1) engage Consortium members, local leaders, organizations, the business community, and other members of the public so as to incorporate their viewpoints and interests into *Sustainable Rhode Island* and 2) create a robust, two-way communications system that uses a range of media platforms to disseminate information throughout the planning process and promote ways the public can get involved.

The strategy should emphasize the engagement and education of traditionally underserved communities, including minority communities, non-English speakers, low-income individuals, and persons with disabilities and how work will be integrated with the efforts of the Social Equity Advisory Committee. It should describe how meaningful public input will be elicited and information shared for all of the project elements, how these will be integrated into a unified participation and communications program, and how contributions from the public will be incorporated into the development of the final project deliverables. It will include strategies to engage members of the public through both in-person meetings and virtual forums, and it will describe ways to use both traditional (print, radio, television) and online media platforms to develop an interactive, visually consistent communications program that will reach a broad range of RI residents and stakeholders. The strategy will be reviewed and approved by the Public Participation and Communications Committee and the grant Consortium.

Although the strategy will be comprehensive, it must also address the public participation and communications needs specific to the various project elements. The Housing, Economic Development, Growth Centers, and Social Equity elements will require educating the public, government officials, and others on these topics and eliciting meaningful contributions on the content of deliverables. Efforts related to the Technical Assistance and Capacity will be targeted at the Consortium members, State agencies, and municipal planners who will be the primary audience for the work. The focus of the Data and Performance Measures and Implementation elements will be on education and awareness, building knowledge and awareness among the public and stakeholders in the outcomes of *Sustainable Rhode Island*.

*Deliverables Task PPC 1:* Approved public participation and communications strategy

### **Task PPC 2 Implement Communications Strategy**

Implement a comprehensive communications program in support of *Sustainable Rhode Island* as described in the public participation and communications strategy. The communications program will include but not be limited to the following sub-tasks.

**Task PPC 2A Outreach Campaigns**

Develop and manage press and outreach campaigns in support of *Sustainable Rhode Island* with the goal of promoting the project and informing the public, members of the media, government entities, businesses, community groups, and non-profit organizations about the project and why it is important.

**Task PPC 2B Printed and Electronic Materials**

Develop and design printed and electronic materials, including posters, flyers, and a project logo to promote the project.

**Task PPC 2C Final Project Deliverables Format**

Develop an attractive, accessible format and graphic design to be used in the final project deliverables, including the housing and economic development plans, growth center strategies, and the implementation program.

**Task PPC 2D Online Presence**

Develop an online presence for *Sustainable Rhode Island* to include an interactive, visually-appealing website, surveys, social media tools, and e-newsletters. The website must be maintained by the consultant team for the duration of the project and turned over to the Division of Planning at its conclusion.

*Deliverables Task PPC 2:* Approved project website, project logo, final project deliverables format, and printed and online communications materials.

**Task PPC 3 Conduct In-Person and Virtual Forums**

Implement a comprehensive public participation program in support of *Sustainable Rhode Island* as described in the public participation and communications strategy. The public participations program will include but not be limited to the following sub-tasks.

**Task PPC 3A In-Person Forums**

Conduct in-person forums as part of an integrated public engagement strategy based on the approved work plan. The Division of Planning expects that there will be at least ten public forums during the grant period that could include large public meetings, presentations at community meetings, a presence at special events, and smaller discussions for specific populations groups or geographic areas. In-person forums may focus on one or more project elements, although we expect that most will address multiple project elements, so as to capitalize on the interdisciplinary nature of the Sustainable Communities program. The meetings will coincide with major decision points in the planning process; data gathering and analysis, draft plan development, final plan development, and implementation.

Public meetings should be engaging and interactive, conducted in a way that people unfamiliar with planning can participate and contribute meaningfully. They should incorporate tools and methods to facilitate discussion and to display participant contributions instantaneously, potentially including break-out sessions, instant polling, visuals, and others. Meeting materials and promotion will be developed in coordination with the public participation and communications committee and social equity committee and consultants. Slides, posters, questions and answers, and other meeting materials must be available online no later than 48 hours after the meeting. All in-person forums must comply with Rhode Island's Open Meetings Law.

**Task PPC 3B Virtual Forums**

Develop and implement tools and techniques to enable meaningful public participation outside of in-person public forums. The goal is to engage those who do not normally attend public meetings or participate in public planning processes. The Division of Planning expects online tools, such as surveys, social media, and community engagement platforms (for example, MindMixer, CrowdBrite, etc.) to be a part of this effort. Any virtual participation tools should be integrated with the communications element of the project, including any project websites, and the input received from the public should be compiled and made available in a format similar to that received through in-person forums.

*Deliverables Task PPC 3:* Public meeting materials, online engagement tools, compilation of public comments, digital photographs of in-person meetings.

**Task PPC 3C Translation and Interpretation**

Consultants will be responsible for ensuring that translation and interpretation services are available as needed at meetings and in-person forums and that project materials are available for non-English speakers. At minimum the team should be prepared to provide translation and interpretation for Spanish and Portuguese speakers as well as for people who are blind or deaf.

*Deliverables Task PPC 3C:* Provision of translation and interpretation services at public meetings and project materials in languages other than English.

**Task PPC 4 Analyze, Refine, and Retool Strategies**

The Sustainable Communities project will require the execution of the largest public planning process Rhode Island has ever undertaken. Over the grant period, there will be both successes and challenges, and it will be necessary to engage in an ongoing assessment of public participation and communications efforts to identify what does and does not work. The consultant team will work with the Public Participation and Communications Committee and the Consortium to analyze engagement and communications efforts and adjust the strategy so as to improve outcomes. The assessment will be particularly important to efforts with which the state has less experience, such as the engagement of traditionally underserved populations. The consultant team will use the lessons learned over the course of the project to develop a final amended strategy that will serve as a guide for continuing public engagement and communications during implementation of *Sustainable Rhode Island*.

*Deliverables Task PPC 4:* Amended public participation and communications strategy.

## **Element 2 Social Equity**

Rhode Island is committed to incorporating social equity into the process and deliverables of its Sustainable Communities grant. To this end, it has created a Social Equity Advisory Committee, a group of residents, community leaders, and representatives from community organizations that will review the plans and recommendations created through *Sustainable Rhode Island* and perform community outreach throughout the project. Members of the committee who are not employed by an equity-related organization will be eligible to receive a stipend to compensate them for their time and effort.

### **Task SE1 Management and Facilitation of SEAC**

The Consultant shall be responsible for facilitation of SEAC meetings (expected to be monthly) and the SEAC's activities for the grant.

#### **Task SE1A**

- Inclusion of SEAC members on the Consortium, Economic Development, Housing, Growth Centers, Data and Performance Measures, Technical Assistance and Capacity Building, and RPSD subcommittees, and integration of social equity recommendations with the outcomes of these aspects of the grant work.
- Outreach to residents on relevant Sustainable Communities topics and incorporation of resident feedback into ongoing grant activities.
- Creation of baseline equity in Rhode Island report in conjunction with Policy Link and Kirwan Institute, our technical assistance partners.
- Review of Land Use 2025, Transportation 2030, and Water 2030 for equity issues and recommendations for amendments to improve social equity outcomes.
- Review of grant public engagement processes.
- Review and comment officially on plans and recommendations developed through *Sustainable Rhode Island*, including the housing and economic development plans, growth center strategies, and the integrated RPSD.

#### **Task SE1B**

The Consultant shall also be responsible for management of the SEAC. This includes:

- Provision of translation and interpretation for SEAC members when needed.
- Provision of "meeting care" for children of SEAC members when needed.
- Provision of transportation to meetings (SEAC, consortium, public meetings) for SEAC members when needed.
- Provision of food and beverages at SEAC meetings.
- Development of a contract for SEAC members laying out the responsibilities of a paid SEAC member and the tasks and duties they must undertake to be eligible for the stipend.
- Disbursement of the stipend to paid SEAC members who have met the requirements of the SEAC contract at least every six months, prorated appropriately if necessary.

*Deliverables Task SE 1:* Facilitation and support of SEAC's analysis of and recommendations for Land Use 2025, Transportation 2030, and Water 2030. Facilitation of and documentation of SEAC's review and comment on plans, products and recommendations developed through the SCRPG. Provision of translation at SEAC meetings. Provision of "meeting care" at SEAC meetings. Provision of

transportation to SEAC meetings. Provision of food and beverages for SEAC meetings. Development and delivery of contract for paid SEAC members. Payment of stipends to paid SEAC members. Documentation of payment of stipends to paid SEAC members.

**Task SE2 Guidance Documents**

In collaboration with the SEAC, provide one Guidance Document to the Consortium on advancing the participation of marginalized communities and improving outcomes for marginalized communities in project activities (by early summer 2013). In collaboration with the SEAC, provide another Guidance Document to the State Planning Council that recommends next steps and best practices for advancing social equity and the participation of marginalized communities in the context of Rhode Island's current state and municipal planning practices, including lessons learned from the Sustainable Communities grant (by end of the grant).

*Deliverables Task SE2:* SEAC guidance document to Consortium. SEAC guidance document to the RI State Planning Council.

**Task SE3 Ongoing Advice**

Provide ongoing guidance to Consortium, grant staff, subcommittees, and key partners on infusing social equity across all of the elements of the project.

### **Element 3 Economic Development Plan**

#### **Task ED1 Economic Development Infrastructure and Place-Based Assets and Challenges**

Inventory and assess Rhode Island's economic development infrastructure assets and challenges. The analysis should identify and consider existing job centers, current and proposed transportation and infrastructure assets, the location of land available for commercial and industrial development and redevelopment, the importance of "quality of place" in attracting businesses and workers, and barriers to development and redevelopment. As part of this analysis, develop a GIS-based map of all land in Rhode Island zoned for industrial and commercial use.

*Deliverable Task ED 1:* Written report on Rhode Island's economic development infrastructure and place-based assets and challenges, recommending areas ripe for development and redevelopment based on existing infrastructure. Inventory and map of all land zoned industrial and commercial. Break out by type of zoning (i.e. commercial, heavy commercial, light industrial, manufacturing, etc.).

#### **Task ED2 Strategic Economic Development Vision and Planning**

Based on the already completed analysis of Rhode Island's assets and challenges and the short-term economic strategies developed by the Governor's Economic Development Task Force, create an overall vision, goals and actionable, long-term strategies for economic development in the state. Given that specific economic development investment opportunities can rise and fall, the vision and goals should be crafted in a creative and flexible way that allows them to serve as long term guideposts and principles for evaluating future investments not included in this plan. The vision and goals should be developed in partnership with as broad a cross-section of interests as possible, including business leaders, small business owners, Department of Labor & Training, community colleges, the general public - with a particular emphasis on traditionally underserved populations - as well as the grant Consortium and related committees.

At a minimum, the Vision and Goals are expected to align with the Vision and Goals of Land Use 2025, Transportation 2030 and Water 2030 as well as the new Housing Plan also being developed under this grant. This will involve a place-based understanding of economic development in the context of the State's Urban Services Boundary, current and future Growth Centers, long term transportation and housing plans, future water and other infrastructure investments, climate change research, etc. The Vision, Goals and Strategies will also be analyzed based on their impacts on social equity, including low-income and minority populations, persons with disabilities, the elderly, youth, etc. The consultant will work with community-based organizations and individuals and a Social Equity Advisory Committee throughout the process to ensure that social equity is integral to all aspects of the plan.

The strategic plan will recognize that successful economic development requires cross sector collaboration. The plan should build on and enhance alignment of the individual assets and strengths of all private and public economic stakeholder entities, thus increasing effectiveness and efficiencies. Based on the overarching vision and principles, the strategic plan should propose a potential program to reach the goal of delivering a globally competitive, locally vibrant, equitable and resilient Rhode Island.

From November 2012 to January 2013, the Consortium with the aid of a consultant will be conducting an assessment of Rhode Island's economic development assets and challenges. It will include analyses of the



state's regulatory environment, business climate, workforce training and education, financial resources, industry clusters, and marketing efforts. The State will use the results of the assessment to develop a set of short-term economic development strategies, and both the assessment and short-term strategies will serve as the basis for the overall vision, goals and actionable, long-term strategies. See **Attachment A** for the Scope of Work for the Economic Development Data Analysis and Assessment.

The following steps should be included as part of the plan's creation. Each step should incorporate consideration of the place-based assets and challenges analyzed in Task 1. Each task should also consider best practices from other comparable states/regions/cities (domestic and international) and recommend best practices and techniques that could prove relevant to the vision and principles to be developed under Task 2A. This should include examples of how these practices or strategies could be implemented in Rhode Island.

#### **Task ED 2A Vision and Principles**

As described above, work with stakeholders to establish a long-term vision and principles for economic development in Rhode Island, and a mechanism for using these principles to evaluate and prioritize future strategies, projects and investments.

#### **Task ED 2B Targeted Cluster Analysis and Validation**

Provide a list of proposed action items to develop each network/cluster previously identified in the assets and challenges assessment, including fostering intra network and cluster interaction and catalyzing innovation, consistent with the vision and principles.

#### **Task ED 2C Stakeholder Interviews and Input**

Interview key stakeholders, including civic leaders, bankers and financiers, community-based organizations, industry associations, property owners, developers, key public officials, etc. to understand the various priorities, projects, issues and resources that have an impact on the economic growth of the state.

#### **Task ED 2D Workforce Training and Education**

The consultant will coordinate with the Department of Labor and Training (DLT) as DLT moves forward with its Workforce Development Strategic Plan. The Workforce Development Strategic Plan will be incorporated by reference into the Economic Development Plan and will be included as an appendix to the Economic Development Plan.

#### **Task ED 2E Regulatory Reform**

Using the assets and challenges assessment and short-term strategies as a starting-point, recommend ways for Rhode Island to remove unnecessary barriers to business development and entrepreneurship, while maintaining high standards for development that best serve our residents, protect the environment and build on our assets. State regulations should nurture the emergence of agile and resilient innovation. The consultant shall coordinate with the RI Office of Regulatory Reform in the Office of Management and Budget) on this task.

**Task ED 2F Strategies for Rhode Island's Cities and Post Industrial Communities**

Rhode Island has a distinct urban core consisting of the Providence metropolitan area and several urban communities outside this core, including Woonsocket, West Warwick, and Newport. These communities have mixed economic vitality, but they play a central role in the lives of many Rhode Island residents and in the future of the state's development. Recommend strategies to improve economic vitality, job prospects, and business-to-business networks in the urban core and peripheral urban communities.

**Task ED 2G Marketing Rhode Island's Assets**

Recommend a framework for coordinating various local marketing efforts to consistently promote Rhode Island to businesses that share in its vision and principles. Promote Rhode Island's economic development system to federal funders, businesses and entrepreneurs to increase the currency and credibility of Rhode Island as an innovator in economic development and look to increase the capital base for the State. Further, recommend future steps for working with neighboring states to promote New England as a region.

**Task ED 2H Financial Resources**

Using the assets and challenges assessment and short-term strategies as a starting point, recommend how all of the agencies and organizations responsible for the distribution of available financial resources may be coordinated to target and prioritize their funds according to the State's vision and principles.

**Task ED 2I Decision-making Framework**

Outline and document an economic development framework which allows future additions based on new industry trends, new programs, additional partner organizations or additional funding opportunities. This should include a filter or tool for assessing a program's consistency with the State's vision and principles, as developed in Task 2A, and build on place-based efforts around growth centers, aligning with housing, transportation, community services and amenities, drinking water availability, wastewater capacity and other place based quality of life resources. The framework should be creative and flexible enough to allow the state to learn and adapt over time while staying on course and in line with the Vision and Principles of the plan.

**Task ED 2J Performance Measures**

Develop a set of performance measures and indicators that will enable Rhode Island to benchmark its progress in achieving the vision outlined in the economic development plan. Indicators will provide broad information about conditions in the state, while performance measures will track specific outcomes of planning, policy and programming. Indicators should be understandable and accessible to a wide variety of users, including the general public and the media, and reflect long-term trends important to stakeholders. Relationships between performance measures and indicators must be clear. The indicators and performance measures developed for the economic development plan must be coordinated with and suitable for inclusion in the implementation program of *Sustainable Rhode Island*, so that progress towards implementation can be tracked over time. Indicators and performance measures must be based on data that is publically available on an annual basis at the state or federal level.

*Deliverables Task ED 2:*

- Written report of the vision and principles developed for economic development, along with documentation of the processes used to develop them.
- Written report of action items for development of target networks/clusters.
- List of people interviewed, to be reviewed and augmented by the economic development committee. Summary report of interview results and how they impacted the final plan.
- Written report of long-term strategies for regulatory reform.
- Written report of strategies for Rhode Island's cities and peripheral urban communities.
- Framework for coordinating local marketing efforts and attracting businesses supportive of the State's vision.
- Written recommendations of how current and potential future financial resources can be coordinated to implement economic development strategies.
- A tool (whether survey, spreadsheet, checklist, etc.) for evaluating and prioritizing projects and investments that support the vision and principles. See the project selection tool developed by EPA for Rhode Island as an example. (<http://www.epa.gov/smartgrowth/publications.htm#tech>)
- Detailed list of performance measures and indicators that will be used to track the short and long term success of the economic development plan.

**Important Note on the Economic Development Plan:**

**Rhode Island CEDS Update within the Sustainable Communities Process**

The Rhode Island Division of Planning coordinates the EDA Economic Development District planning process for Rhode Island. The Rhode Island Comprehensive Economic Development Strategy (CEDS) was last updated in 2010, and this RFP seeks consultant assistance to produce a new CEDS plan.

The Rhode Island CEDS will be fully integrated with the new State Economic Development Plan, so that the latter will, in fact, serve as the state CEDS. All of the tasks described above must be completed in a manner consistent with EDA's requirements for CEDS (see **Attachment B**). However, these requirements should not be considered as limitations to the scope. They represent a minimum baseline upon which the consultant will build. For example, the instructions for performance measures described in **Attachment A** must be met for this plan to serve as the State's CEDS, but the consultant team is encouraged to propose additional performance measures per Task EDJ2 below

**Task ED 3 Implementation Planning**

Identify tactics for implementation of the goals, strategies and priorities given a reasonable assessment of the capacities of relevant actors. The plan should include a timeline with milestones, key assumptions, major tasks, responsible parties and stakeholder involvement. The final product will include a ranked list of strategic projects, programs and activities based on the vision and principles established above.

Creation of the Economic Development Implementation Matrix must be done in coordination with the creation of the overall implementation program and matrix for the RPSD.

*Deliverables Task ED3:* Implementation matrix including timeline with milestones, key assumptions, major tasks, responsible parties and stakeholder involvement.

**Task ED 4      Final Strategic Economic Development Plan**

The plan will be written to meet regulatory purposes as an element of the State Guide Plan, and the language used will be accessible to a broad public audience. At the same time, the plan must be treated as an evolving platform for what should become a new and more dynamic system for economic development.

*Deliverables Task ED4:* Final strategic economic development plan including an executive summary.

## **Element 4 Growth Centers**

### **Task GC 1 Committees**

RI Statewide Planning staff and RI Department of Environmental Management staff will convene two committees as described below to assist the consultant team in the development of the growth centers strategy.

**Growth Centers Committee:** This is a broad-based committee that will provide guidance to the consultant team regarding all elements of this scope. This committee includes members of the Rhode Island Sustainable Communities grant consortium plus the RI Water Resources Board (WRB) and other community planners not currently on the consortium, but may expand as needed.

**Technical Stakeholder Advisory Committee (TSAC):** This group will provide input and guidance on natural and cultural conservation areas for the duration of this project. The committee will include, but not be limited to: RI Statewide Planning Program, RI Department of Environmental Management (DEM), the RI Coastal Resources Management Council (CRMC), The Nature Conservancy (TNC), Audubon Society of RI, RI Natural History Survey, RI Historic Preservation and Heritage Commission, RI Farm Bureau, RI Forest Conservators, Natural Resources Conservation Service, RI Rivers Council, Bays, Rivers and Watershed Coordination Team, University of Rhode Island, land trusts, community planners and water suppliers. This body will provide technical recommendations to the Growth Centers Committee.

The consultant team shall work with both committees to complete this scope of work, and will be expected to meet with the committees at least once every other month for the duration of the grant. The consultant may propose electronic means of communicating with and gathering feedback from committee members to reduce the number of in-person meetings required.

*Deliverables Task GC1:* Meetings and Communications with the Growth Centers Committee and the TASC– A compilation report of meeting agendas and minutes. Agenda and minutes will be written by staff and compiled by the consultant.

### **Task GC2 Prepare Community GIS Maps/Statewide Asset Inventory**

A reproducible ArcMap project file will be prepared by the consultants with assistance from DEM GIS and RIGIS for use in this project. It should be noted that the consultant is not required to develop new GIS data sets. All information will be mapped by the consultant for each Rhode Island community as well as on a statewide basis. The objective is to create a reproducible GIS project file, shapefile and map of natural, cultural, infrastructure and economic development assets that municipalities can analyze to make informed decisions about areas that should be avoided for growth centers and those that could be built upon to develop or expand growth centers.

Most of the information required to be mapped, described below, is already included in RIGIS or is in the process of being updated by DEM or Statewide Planning, with the exception of the habitat information that is pending. Some but not all of this information was mapped for greenspace projects managed by DEM for Washington (“South”) County, the Woonasquatucket Watershed, and Scituate Reservoir Watershed communities. However, adjustments will be needed to establish more specific priorities and fully address the objectives of this project. Moreover, some required GIS coverages were not mapped for

the aforementioned projects. The committees may modify and further define the GIS coverages described below:

**Task GC2A Natural and Cultural Assets Mapping**

- A. Natural Resources Inventory Map unfragmented forestlands (size to be determined by the TSAC), wetlands (coastal and freshwater), hydric soils, rivers, streams (including low order streams where available), ponds, natural heritage sites, aquifers, aquifer recharge areas, drinking water reservoir watershed boundaries, and farmland. Also where available map watersheds including first and second order streams.
- B. Identify land which is already permanently protected by Federal, State, or local governments and by nonprofits. These existing RIGIS data layers are current and maintained by DEM.
- C. Map land that is uncommitted and undeveloped using updated land use/land cover data.
- D. Use updated land use map for an analysis of lands which may have development constraints. At a minimum, these should include surface waters, wetlands and, hydric soils. The surface waters should include low order streams. Include the DEMDEM and CRMC jurisdictional setbacks from wetlands, surface waters, and coastal features.
- E. Make use of the habitat information which is being mapped in RI by a separate effort using the RI Ecological Communities Classification (Enser 2011). Once the habitat types are mapped use the Rhode Island Comprehensive Wildlife Conservation Strategy (DEM 2005) to determine the specific habitat types and areas that need to be protected to support the species with the greatest conservation need. The ecological land units developed by URI will also be used to determine important habitat types to account for climate change.
- F. Create reproducible GIS maps depicting recreational assets including hiking, biking and water trails. Use information from relevant State Guide Plans such as Ocean State Outdoors: Rhode Island's Outdoor Recreation Plan and A Greener Path: Greenways and Greenspace for Rhode Island's Future and enhance with more detailed and up to date town-scale trail information as available. Map water-based recreation corridors, launching sites, etc. Identify parks and recreation sites and public access sites. The RI Department of Transportation (RIDOT) maintains bike path and bike route information, DEM has some trails and data on local park and recreational facilities not mapped as open space, TNC is developing trails data on land trust parcels. RI Blueways Alliance and DEM have data on water trails and boating access.
- G. FEMA Flood Zones A & V
- H. Map cultural resources including historic and archaeological sites and historic cemeteries. (A new data layer should be available from RIDOT and the RI Historical Preservation & Heritage Commission during the course of this grant period. If it is not completed in time, use the most up to date data available.)

**Task GC2B****Built Environment and Economic Development Assets Mapping**

There are many existing data sets that may be useful in helping municipalities identify potential growth centers that build upon existing infrastructure and investments, or link to important services, jobs, recreational opportunities, etc. The list below represents the type of data currently available in RIGIS and other sources. The consultant team is asked to help the Growth Centers Committee identify the best and most useful data sets from this list, or other easily accessible data sets from other state agencies or private sector sources. We do NOT intend for all or even most of the items on this list to be mapped. We seek assistance in selecting the assets that can best inform growth centers siting decisions. Some out-of-date RIGIS layers are in the process of being updated. Where existing RIGIS layers are out of date, the RIGIS Executive Committee may be able to prioritize updates for layers the consultants deem critical. However, the consultant should assume that whatever is currently available in RIGIS is what will be used. The consultants will also work with the Providence Plan, and its new Community Profiles website. Providence Plan has compiled and mapped demographics and other data at the Census tract level for all municipalities in Rhode Island.

**a. Transportation**

- RI Public Transit Authority (RIPTA) bus stops (RIGIS, 12/2011)
- RIPTA park and ride bus stops (RIGIS, 12/2011)
- RIPTA bus route volumes and “hub” bus stops (RIPTA)
- Roads (RIDOT 4/2010, E911 3/2012)
- Traffic counts on selected RI roads (RIDOT, 2009, RIGIS, 8/2003)
- Exit ramps: Exit/entrance ramps or road locations for all numbered exits in Rhode Island on state divided highways (RIGIS, 8/2003)
- Bike paths (RIGIS, 4/2008)
- Ferry routes (terminals) (RIGIS, 12/2004)
- Train stations, plus active and abandoned rail corridors
- Rhode Island Airport Corporation data
- Transportation 2030 Transportation Corridors

**b. Institutions**

- College and Universities (RIGIS, 10/2007)
- Libraries (RIGIS, 9/2007)
- Schools (RIGIS, 4/2008)
- Town halls (RIGIS, 2/2005)
- Hospitals (RIGIS, 3/2011)
- Places of Worship
- Fire Stations (RIGIS, 3/2010)
- Law Enforcement Locations (RIGIS, 3/2010)
- Municipal Senior, youth and community centers

**c. Residential**

- Affordable Housing Database (Rhode Island Housing)
- Existing density (Census/RIGIS – updated data available soon)

- Mapping Potential Sites Suitable for Higher Density Residential Development (RI Statewide Planning, Technical Paper 160, March 2008)
- d. Environmental
- Impervious cover (to be updated via DEM contract with USGS)
  - EPA cleanup sites, including brownfields, hazardous waste, Superfund (Federal data at data.gov)
  - Topography - Elevation above sea level (LiDAR data in RIGIS, 4/2012)
  - Drainage
- e. Infrastructure
- Sewer lines (RIGIS, 5/2012)
  - Water supply lines (RIGIS, 4/2002)
  - Sewered areas (RIGIS, 7/1995)
  - Ports and commercial harbors (RIGIS, 9/2010)
  - Wellhead Protection Areas: Community (RIGIS, 3/2012)
  - Wellhead Protection Areas: Non-Community (RIGIS, 3/2012)
  - Water Availability (Note: WRB is currently working on a mapping exercise for water availability throughout the state. The consultant team shall work with WRB to incorporate their work into this Task.)
- f. Economic Development
- Enterprise zones (RIEDC)
  - Employment Data (RIEDC, DLT)
  - Mill Sites
  - Major Development Opportunity Sites and Vacant Commercial Structures (RI Site Locator)
  - Business incubator sites (RIEDC)
  - Municipal Economic Development Zones (RIEDC)
  - State Industrial Land Use Plan (RI Statewide Planning)
  - Arts Districts
  - Tourism Assets
  - Mines/Quarries

#### **Task GC2C                      Existing Growth Center Mapping**

Review community comprehensive plans and future land use maps to determine where cities and towns have planned to establish growth centers. Map these locations along with the growth center “stars” identified on the Land Use 2025 Future Land Use Map.

*Deliverables Task GC2:* Statewide GIS Asset Inventory and Existing Growth Centers and set of updated GIS data layers as described.

#### **Task GC3                      Prepare Draft Statewide Maps**

##### **Task GC3A                      Draft Statewide Map of Potential Core Natural Areas, Corridors, and Sites**



Prepare draft statewide map of potential core natural areas, corridors and sites based on the maps and information compiled in Task 3A.

- a. *Core Natural Areas* will be the largest and least fragmented parcels that can help conserve native plant and animal populations, protect drinking water and maintain natural ecological systems. The minimum size will be determined by the committees. A suggested potential minimum size could be 250 acres or more.
- b. *Corridors* are the connections that tie the hubs together and are critical to maintain and protect habitat, water quality, archeological and historic sites, scenic views, and recreational opportunities. The corridors may also include parcels or areas that need restoration to improve the natural, cultural or recreational values as well as parcels to be protected. A suggested potential minimum corridor size could be 500 year floodplains or 1000 feet - whichever is greater. The minimum size will be determined by the committees.
- c. *Sites* are smaller than hubs but contribute important natural, cultural or recreational assets to the community or the State. These terms may be further defined by the committees.

This map will make it clear what has been determined on a preliminary basis to be important natural, cultural and recreational areas that are uncommitted and unprotected from development. The map should differentiate between areas in which development is prohibited versus where it is less desirable.

#### **Task GC3B                      Draft Statewide Map of Built Environment and Economic Development Assets**

Prepare draft statewide map of built environment and economic development assets based on the maps and information compiled in Task GC2B. It will be critical for the consultant team to present this map in digital and printed formats that are visually coherent and do not simply throw one layer on top of the next.

*Deliverables Task GC3: Assets Inventory Maps. Statewide GIS project file and maps of assets identified by potential core natural areas, corridors and sites and built environment and economic development infrastructure and resources.*

#### **Task GC4                      Map Review by Committees**

Meet with the TSAC and the Growth Centers Committee to get their feedback on the maps developed in Task GC3. Revise the maps based on comments from these committees, and any other groups or individuals identified by the Growth Center Committee.

*Deliverables Task GC4: Revised Assets Inventory Maps based on input from committee and others.*

#### **Task GC5                      Prepare City and Town Overlays**

Prepare a map for each city and town that overlays the natural and cultural assets layers with the built environment and economic development assets layers developed in Task GC3 to illustrate potential spots around the state where growth centers might be appropriate (i.e. areas that have existing assets to build upon and minimal impacts on valued natural and cultural assets). Again, it will be critical for the consultant team to devise a way for stakeholders to visualize these various layers in a coherent way.

Simply creating a map showing all of these layers at once will be too confusing. We seek creative solutions, both digital and printed, for visualizing how and where the various layers intersect with one another. (Note: any digital/electronic mapping solutions will be integrated with the overall project website and any other digital products of the grant). A baseline level of analysis will be necessary to highlight areas that may be more obviously appropriate for growth centers or conservation without proscribing specific locations (which must be determined by localities). The consultant will work with the committees to make an initial rank or prioritization of assets from the State perspective. Ultimately, the location of growth centers will have to balance statewide priorities with local initiative.

*Deliverables Task GC5:* Combined GIS Assets Inventory project file and Maps, tools for visualizing the various layers' relationships with one another, baseline analysis of areas that may be more appropriate for growth or conservation, prioritization of assets from the State perspective.

#### **Task GC6      Municipal Review and Comment**

Meetings will be organized with community planners, land trusts, planning boards, conservation commissions, historic preservation commissions, city and town council members and others who may wish to comment from each municipality to seek their input on the draft municipal-wide maps. These meetings will be coordinated with any consultant team hired to work on community engagement through this grant, and will actively solicit participation from traditionally underserved populations per the guidance of the Social Equity Advisory Committee. To save time the meetings can be organized by county or another regional format that is practical, and may be coordinated with organizations such as the Aquidneck Island Planning Commission and Washington County Regional Planning Council. Further, these meetings should be coordinated and whenever possible held concurrently with those for the Housing and Economic Development plans, and scheduled to avoid conflicts with standing municipal and other meetings wherever possible.

At the regional meetings the communities can determine if any modifications should be made to their city/town map. They can also see how core natural areas, corridors and sites are connected across city/town boundaries in the region, and the areas within their communities and across the state that may be most appropriate for growth centers. To facilitate community comments, cities and towns should be given access to electronic versions of the draft maps and have a reasonable amount of time (4 weeks) to provide comments. Comments from the regional meetings shall also contribute to city/town map revisions.

*Deliverables Task GC 6:* Maps for each municipality combining data layers from Tasks GC2 and GC3 and incorporating feedback from local meetings and outreach.

#### **Task GC7      Create Final Draft Statewide Community Assets Map**

Create a final draft statewide Community Assets Map from the revised map of core natural areas, corridors and sites including input from the cities and towns involved in Task GC6. Reconvene the TSAC and the Growth Centers Committee to review the final draft statewide map and to establish general land preservation priorities and potential implementation strategies. Implementation strategy content should include identification of:

- Appropriate land preservation strategies including creative land use techniques such as transfer of development rights (TDR) and conservation development;

- Types of entities usually responsible for implementing the strategies identified above and the roles that they play in doing so;
- Identification of alternative funding options for land acquisition; and the
- Specific recommendations that may be needed to protect or restore core natural areas, corridors or sites.

*Deliverables Task GC7:* Draft Statewide Community Assets Map and preservation priorities and implementation strategies narrative (this will be integrated with the final RPSD Implementation program and matrix).

### **Task GC8      Define Growth Centers According to Type**

The State acknowledges that the components and size of growth centers will change depending on context and the market served, and that several types of growth centers will need to be defined. Working closely with the Growth Centers Committee, identify and recommend what types of growth centers would be most appropriate for the various communities throughout Rhode Island and that will be consistent with Land Use 2025. At a minimum, these types should include urban, suburban and rural examples. However, they may also include other types such as planned growth centers in currently undeveloped or underdeveloped areas, retrofits of strip-style suburban development, infill within existing town or village centers or urban neighborhoods, etc.

Along with the work in Tasks 1 - 7 and any feedback received from community outreach, use the following existing documents and ongoing work to help establish these typologies. The consultant's work may build upon and/or suggest amendments to these projects, but may not be duplicative of existing work:

- Growth Centers: Recommendations for Encouraging Growth and Investment in Economically and Environmentally Sound Locations in Rhode Island. This report of the Governor's Growth Planning Council was released in 2002. Review the typology for growth centers defined in the report.
- Land Use 2025. Review the Goals and Policies of Land Use 2025 on growth centers and compact growth.
- Washington County Regional Planning Council (WCRPC) Statewide Planning Challenge Grant. WCRPC's project is a feasibility study for regional Transfer of Development Rights (TDR) among the municipalities of Washington County. It explores other examples of TDR and similar strategies for linking denser village development with land conservation.
- Department of Environmental Management (DEM) Statewide Planning Challenge Grant. DEM's project will create guidance for more rural municipalities seeking to establish or expand village centers, providing a step-by-step "how-to" and a tool box of strategies and regulations.
- Examples from Elsewhere. Advise how other States, regions, counties and metropolitan areas have defined growth centers (again, do not duplicate anything already analyzed in the above projects and documents).

*Deliverables Task GC8:* Identification, definitions and basic description of growth center types.

**Task GC9 Propose Evaluation Criteria for Growth Centers Designation According to Type**

Recommend a checklist of criteria that should be used to locate and establish each type of growth center. The criteria should be customized for each type of growth center identified in Task GC8. The following are examples of the type of siting criteria that should be considered in the context of each type of growth center. This checklist should allow municipalities to easily express how they will address each criterion. The Growth Centers Committee will determine the final criteria to be assessed, but they may include topics such as:

- Water availability.
- Presence of existing commercial and industrial zoned land
- Wastewater treatment options.
- Current and potential transit availability and roadway capacity.
- Potential impact(s) to the community assets mapped in Tasks GC1-7.
- Potential impact(s) to existing and nearby residents.
- Presence of brownfields or other environmental issues.
- Walkability and Bikeability.
- Opportunities for low/moderate income and workforce homes.
- Relationship to economic development and employment opportunities.
- Job creation opportunities.
- Specific proposed growth center boundaries.
- Parkland, recreation areas, and protected open space in the vicinity.

*Deliverables Task GC9:* Description and checklist of criteria to identify each growth center type, as well as available sources of data.

**Task GC10 Review Existing Designated Growth Centers**

Determine whether the growth center typologies and criteria developed in Tasks GC8 and GC9 align with the areas that communities have already planned as potential or existing growth centers. Test the criteria to see if existing growth centers would be approved under them and make any necessary revisions to the growth center criteria. Assess if any community assets identified in Tasks GC1-7 or any local populations as identified in previous tasks would be negatively impacted by a city/town proposed growth center. (Statewide Planning has a list of existing and proposed growth centers throughout the state.)

Growth Center Examples (pending further funding): Ideally, this scope would include one-on-one work with select municipalities to develop specific boundaries and criteria for, at a minimum, one urban, one suburban, and one rural growth center based on the work of the preceding Tasks. These could then serve as concrete examples for other municipalities. Applicants should be aware that we are seeking funding for such work from other sources. This work would only be done under a supplemental agreement to the consultant contract at the RI Division of Planning's discretion.

*Deliverables Task GC10:* A memorandum summarizing any revisions to the recommended growth centers criteria based on analysis of existing growth centers in RI comprehensive plans and potential negative impacts on natural, cultural and social resources.

### **Task GC11 Growth Centers Criteria Review**

Meet with the Growth Centers Committee to incorporate their comments on the draft growth centers criteria. Convene meetings with local planners, planning boards, elected officials, and other stakeholder representatives to get their feedback on the potential growth center types and preliminary growth center review criteria. These meetings will be clustered according to growth center types, in any combination that is practical, efficient and effective. For example, a meeting may be held to discuss the growth center types that would mostly be utilized in more urban communities. At these meetings municipalities can determine if any modifications should be made to the growth center types most likely to be utilized in their communities.

*Deliverables Task GC11:* Updated criteria based on Growth Centers Committee and other community feedback.

### **Task GC12 Identify Key Issues and Potential Barriers to Establishing Growth Centers**

Identify key issues and potential barriers that need to be addressed by communities to establish a successful growth center, with an emphasis on urban and inner-ring suburban communities. This should complement the similar work conducted by DEM for more rural communities in its Statewide Planning Challenge Grant. This will include, but not be limited to, an assessment of any potential changes to State or local goals/policies, RI General Laws and/or agency regulations to facilitate growth center development. Identify and list what state and municipal plans and policies may need to be updated, including key issues and potential barriers. This portion of the task is not intended to be a thorough analysis and, again, should be coordinated with the two Statewide Planning Challenge Grant projects described in Task GC 8. Further, the context of this work should address market realities, and include a discussion of timing and a longer planning horizon.

Beyond regulatory and policy issues, a major barrier to growth center development is public perception. The consultant team will develop a communications strategy for the state and municipalities to explain why communities should pursue growth centers and what the benefits are in terms of economic and environmental sustainability, public health, transit access, quality of life, etc. The consultant team will also focus on the fiscal drain of sprawl, including the long-term financial impacts of new infrastructure construction and maintenance on rural and suburban communities and the strain such development puts on the infrastructure and residents of our traditional urban core.

*Deliverables Task GC12:* Analysis of key regulatory and policy issues and potential barriers, strategies for overcoming those barriers, and strategies for communicating the benefits of growth centers for communities, as outlined above.

### **Task GC13 Identify Incentives and Disincentives Necessary for Establishing Growth Centers**

Identify the types of incentives (and perhaps disincentives) that may be necessary for urban and inner-ring suburban communities to establish growth centers. Advise how other States, regions, counties and metropolitan areas with similar contexts to Rhode Island's have successfully overcome barriers to growth centers. For example, how have other areas with a tradition of waterfront population centers balanced new growth in these areas with environmental concerns? Inventory the existing resources (financial, technical, and other) that State and local governments can use to encourage growth centers. Recommend any additional resources that may be needed to stimulate development in growth centers. Again, DEM will be

working on these issues for more rural communities outside the USB, and this work should concentrate on more urban and inner-ring suburban communities.

*Deliverables Task GC13:* Analysis of potential incentives and disincentives.

**Task GC14 Data and Performance Measures**

Develop a set of performance measures and indicators that will enable Rhode Island to benchmark its progress in achieving the vision outlined in the Growth Centers report. Indicators will provide broad information about conditions in the state, while performance measures will track specific outcomes of planning, policy and programming. Indicators should be understandable and accessible to a wide variety of users, including the general public and the media, and reflect long-term trends important to stakeholders. Relationships between performance measures and indicators must be clear. Those developed for Growth Centers must be coordinated with and suitable for inclusion in the implementation program of the *Sustainable Rhode Island*, so that progress towards implementation can be tracked over time. Indicators and performance measures must be based on data that is publically available on an annual basis at the state or federal level.

*Deliverables Task GC14:* Set of performance measures and indicators.

**Task GC15 Prepare Final Report**

Prepare a report to summarize the key findings and recommendations and appropriate illustrations, to make it clear how the proposed growth center criteria will work.

*Deliverables Task GC15:* Final growth centers strategy report including an executive summary.

## **Element 5 Housing**

### **Task H1 Stake Holder Interviews and Data Collection**

#### **Task H1A Stakeholder Interviews**

Immediately upon contract award, the Consultant will schedule interviews with key stakeholders, including (at a minimum) the Social Equity Advisory Committee and those individuals/agencies involved with housing, economic development, land use, transportation and health, to obtain their perspective on housing issue and challenges in Rhode Island and their vision of the Comprehensive Housing Plan.

#### **Task H1B Data Collection**

The Consultant will review key existing data, analysis and reports relevant to Rhode Island housing issues. These documents include, but are not limited to:

- State's Strategic Housing Plan;
- Land Use 2025;
- State and Local (Entitlement) HUD Consolidated Plans, including potentially serving as regional Analysis of Impediments (AI) to Fair Housing;
- A Representative Sample of Local Comprehensive/Affordable Housing Plans;
- State Guide Plan Elements as they relate to housing;
- State Homelessness Plan "Opening Doors Rhode Island";
- Healthy Housing Strategic Housing Plan;
- State Economic Development Strategy as it relates to housing;
- State's Sustainable Communities Application;
- Dept. of Health, Housing Data Books;
- "Mapping Potential Sites Suitable for Higher Density Residential Development" – Statewide Planning Program Technical Paper 160;
- HousingWorks RI publications; and
- Other data sources including, but not limited to the Census, MLS, Foreclosure Data, ACS - to assure most current data available.

The Consultant will use data compiled through other planning efforts and/or may conduct independent analysis of information to obtain information needed for this planning effort. The above represents a non-exhaustive list of resources and reports readily available.

The Sustainable Communities Consortium Housing Committee will review the data inventory prepared by the Consultant and identify any information gaps that will be necessary to fill in order to develop the Housing Plan. If there are information gaps, the Consultant will gather this additional information necessary for inclusion in the final plan

*Deliverables Task H1:* Data inventory reporting summarizing existing housing documents/information available, including goals, policies, objectives, actions, strategies, potential conflicts, etc., to be used in plan development. Summary of stakeholder interviews including list of interviewees.

## **Task H2      Needs Assessment and Market Analysis**

The housing needs assessment and analysis will be used as the foundation for adding additional information and analysis that will elevate its content so that it may become a key piece of *Sustainable Rhode Island*. The Housing Plan will make certain that a full range of existing and projected housing need by type and tenure, affordable to all ranges of household income, is identified throughout the State, including an assessment of the need for affordable homes. Information shall be gathered through a number of methods including consultation with local agencies, public outreach, a review of demographic and data sets (Task H1) and a housing market analysis (see below).

### **Task H2A      Existing Conditions**

The Consultant will compile all information necessary to determine housing conditions in Rhode Island. This analysis shall begin with a comprehensive account of available (existing) housing stock in the State. Such analysis, however, must not be limited to "affordable housing" but instead detail the wide range of housing options (market and subsidized) available in the State for all income groups. The analysis should also consider existing housing stock conditions and rehabilitation needs. The analysis should detail the location of such housing opportunities. Available Public Housing and affordable housing opportunities (including vouchers) should be detailed.

### **Task H2B      Housing Needs**

The Consultant will then conduct a detailed analysis of existing reports and data to document current housing needs in Rhode Island. While information will not be presented specifically by locality, it should provide detail on subpopulations (e.g. income group, household type, elderly); be geographically diverse (taking into consideration urban, suburban and rural differences, issues and needs); establish preliminary priorities for housing needs; identify key issues/barriers in housing development and affordability; and summarize housing strategies.

### **Task H2C      Housing Gap Analysis**

Results of the above efforts will be compared to produce a gap analysis. The gap analysis must provide a concise summary of the State's estimated housing needs by income range, family type, and type of housing problem (cost burdened, severely cost burdened, substandard housing, overcrowding or geographic concentration of racial/ethnic groups). The gap analysis must consider both affordable and market-rate housing.

### **Task H2D      Mapping**

In recognition of the place-based approach of this initiative, the Consultant shall map any readily available data related to need (e.g. concentrations of poverty) and existing housing stock/investment. Limited additional information may be mapped as necessary to support conclusions.

### **Task H2E      Consistency with Growth Centers and Urban Services Boundary**

The Consultant will then work with Statewide Planning staff, Consortium members and consultants working on other sections of the Sustainable Communities Regional Planning



grant to make sure all work is coordinated, and that locations identified for housing are consistent with the Urban Services Boundary and criteria developed for Growth Centers.

#### **Task H2F Market Analysis**

The plan must also describe and factor the specific characteristics of the State's current housing market, including supply, demand, condition and cost of housing. The plan should project future market conditions for a minimum of a 5-year period in assessing need.

*Deliverables Task H2:* Written report detailing the current housing needs of the State, including existing conditions, housing need, gap analysis, mapping, and market analysis, as well as including detailed sections on subpopulations.

#### **Task H3 Regional Analysis of Impediments to Fair Housing**

##### **Task H3A Regional Analysis of Impediments Development**

The consultant will bring together the State and local (Entitlement) Consolidated Plans, Analysis of Impediments to Fair Housing. Common findings/strategies of such plans should be assembled into a unified "Regional Analysis of Impediments to Fair Housing." The Regional Analysis will deepen Rhode Island's understanding of the disparate burdens and benefits experienced by different groups across the region provided by a Fair Housing Equity Assessment. The work and final products will conform to current guidance from HUD on the development and content of a Regional Analysis of Impediments, including the required data analysis, engagement, and integration of the results into the Housing Plan. This will require the analysis of data provided by HUD through its online data and mapping tools and the integration of data and analysis produced by Rhode Island Housing on fair housing in the state. A "Regional" plan is defined as Statewide (Rhode Island). Separate sections shall be produced for the State and each "entitlement" municipality participating in this process, which detailed conclusions and recommendations specific to that jurisdiction.

The analysis of impediments must provide an assessment for each disproportionately greater need identified. [A disproportionately greater need exists when members of racial or ethnic groups at an income level experience housing problems at a greater rate (10% or more) than the income level as a whole.]

##### **Task H3B Regional Analysis of Impediments Adoption**

The Consultant will work with State and municipal staff to assure that this regional document is adopted by the State as part of the Housing Plan and in a separate process by at least one of the Entitlement municipalities.

*Deliverables Task H3:* A Regional Analysis of Impediments to fair housing.

#### **Task H4 Housing Tools**

The Consultant will develop a catalog of key housing tools that enhance housing development (both affordable and market-rate) at the State and local levels. Some of these tools have already been explored in detail, particularly inclusionary zoning and community land trusts. These tools, their effectiveness and their implications for the Housing Plan should be considered and briefly summarized. The Consultant will conduct a limited amount of new research on best practices for additional tools. The Consultant will

maximize existing research and complement it with best practice information readily available on targeted topics such as land management/use and housing finance. The Consultant will review current financial resources for housing development (both affordable and market rate) in Rhode Island and provide a preliminary estimate of financial resources needed to produce the targeted level of housing needed in the next five years given current and projected market demand.

*Deliverables Task H4:* Summary report of housing tools available and estimate of financial resources required to produce the targeted level of housing needed in the next five years.

#### **Task H5                      Data and Performance Measures**

Develop a set of performance measures and indicators that will enable Rhode Island to benchmark its progress in achieving the vision outlined in the housing plan. Indicators will provide broad information about conditions in the state, while performance measures will track specific outcomes of planning, policy and programming. Indicators should be understandable and accessible to a wide variety of users, including the general public and the media, and reflect long-term trends important to stakeholders. Relationships between performance measures and indicators must be clear. Those developed for the housing plan must be coordinated with and suitable for inclusion in the implementation program of the Sustainable Rhode Island, so that progress towards implementation can be tracked over time. Indicators and performance measures must be based on data that is publically available on an annual basis at the state or federal level.

*Deliverables Task H5:* List of performance measures and indicators.

#### **Task H6                      Housing Plan and Implementation Strategies**

Based on analysis of Rhode Island's housing needs, policies/regulations, assets and challenges, the Consultant will develop a Housing Plan that details the vision, goals and actionable strategies. The Vision and Goals are expected to align with the vision and goals of Land Use 2025, Transportation 2030, Water 2030 as well as the new Economic Development Plan also being developed under this grant. This will involve a place-based understanding of housing in the context of the State's Urban Services Boundary, current and future Growth Centers, long term transportation and economic development plan, future water and other infrastructure investments, climate change research, etc. The Vision, Goals and Strategies will also be analyzed based on their impact on social equity.

##### **Task H6A Plan Elements**

The final plan should identify specific steps to address current housing needs, while anticipating future demand. At a minimum the Housing Plan should:

- A. Detail strategies to support the development of units at all stages along the housing continuum from subsidized to market rate.
- B. Detail strategies to support the preservation, maintenance, and/or restoration of existing housing units along all stages of the housing continuum from subsidized to market rate.
- C. Encourage development of mixed-use, mixed-income projects that promote livability principles.
- D. Promote connectivity among housing, employment centers, transportation, commercial districts, education, medical/health, recreation and enrichment opportunities.
- E. Be consistent with findings of other components of the Sustainable Communities initiative.
- F. Include Short-term (up to 5-year) and longer-term goals, policies and strategies.
- G. Allow for periodic reassessment of findings as necessary due to changing housing needs/characteristics.

- H. Analyze barriers to meeting housing needs as identified in the plan, and suggest ways in which to mitigate these obstacles.
- I. Analyze State and local regulatory and statutory requirements related to housing. Changes may be recommended, as appropriate, to increase effectiveness. The legislatively established housing "Oversight Commission" should be utilized, as applicable, for the completion of this task.

**Task H6B      Implementation Strategies**

Identify tactics for implementation of the goals, strategies and priorities. The implementation strategies should include a timeline with milestones, key assumptions, major tasks, responsible parties and stakeholder involvement. The final product will include a ranked list of priorities based on the Housing Plan. Creation of the Housing Plan implementation matrix must be done in coordination with the overall implementation program and matrix for the RPSD.

*Deliverables Task H6:* Final housing plan including an executive summary.

## **Element 6 Data and Performance Measures**

### **Task DPM1 Data Compilation and Collection**

Engage key partners and other stakeholders who can identify existing local, state and federal sustainability related data sets on economic, housing, transportation, land use, environmental, demographic, and social equity characteristics. Work with these individuals and agencies to determine which data best support the performance measures and indicators as they are developed through this scope of work.

Any work of the consultant team must, at a minimum, be coordinated with the work and resources of the following organizations.

The Providence Plan

Rhode Island Department of Environmental Management (DEM)

Rhode Island Geographic Information System (RIGIS)

Rhode Island Department of Transportation (RIDOT)

Rhode Island Department of Health (DOH)

Rhode Island Economic Development Corporation (RIEDC)

Rhode Island KIDS COUNT

Rhode Island Public Transit Authority (RIPTA)

Narragansett Bay Watershed Counts Indicator Project.

RIDOT, DEM, RIEDC, RIPTA, and some RIGIS consortium members are members of the Sustainable Communities Regional Planning Grant Consortium.

Other sources of existing state level data may be found from organizations such as the Rhode Island Division of Planning, Rhode Island Housing, the Department of Labor & Training, the University of Rhode Island and others.

*Deliverables Task DPM1:* Written report with an inventory of existing data to be used to support the indicators and performance measures developed through this scope of work.

### **Task DPM2 Land Use, Land Cover, and Development Analysis**

#### **Task DPM2A Change Analysis**

Conduct a change analysis of the difference between the statewide land use 2003-2004 data and the new 2011 land use land cover layer produced in coordination with the U.S. Geological Survey. (Statewide Planning and DEM will be coordinating through the USGS to update the State's land use/land cover data layer through 2011.) Analysis should start with the areas of land cover/use that have changed since 2003-04 and identify what the new land cover/use is (the change). Particular attention should be paid to the identification and analysis of new development that occurred within the Urban Services Boundary of Land Use 2025, State Guide Plan 121.

#### **Task DPM2B Development Analysis**

- A. Separate from the change analysis and with key partners; determine methods to track the type, location, amount, and other characteristics of new development and significant rehabilitation that occur both inside and outside of the urban services boundary.

- B. Identify the type of data and what data collection strategies will be necessary to track these changes, independent of aerial photography and a statewide GIS parcel database. The strategies may include but are not limited to the culling of data from the existing building permitting process, and tracking existing data on permits for new wells or solid waste management systems. Make sure any data identified can be obtained or updated efficiently and affordably no less than annually.
- C. Provide a report that describes the methods and systems needed for tracking land use change inside and outside the urban services boundary. The report should detail the required data and collection and analysis strategies, including an estimate of the annual resources required to implement them successfully.

*Deliverables Task DPM2:* Overview of new land use/land cover data layer created in partnership with USGS. Written report to include maps and graphics detailing the analysis of the 2003-2004 and 2011 land use data sets. Written report detailing the methods developed and data necessary to track change inside and outside the urban services boundary, including sources and costs. Proposed structure for storing data within RIGIS and/or making clear links from the RIGIS website to other data hubs.

### **Task DPM3 Developing Indicators and Performance Measures**

Create a straightforward but holistic set of indicators and performance measures to track progress towards Rhode Island's sustainability goals through the process outlined in subsequent tasks. Indicators and performance measures must be based on data that is publically available on an annual basis at the state or federal level, with the exception of the new data described in Task 3. At a minimum, these indicators and measures will track progress related to the various components of *Sustainable Rhode Island* and related efforts, as detailed below. Other indicators and measures related to the environment, public health and other topics should also be considered. Performance measures and indicators will be included in the integrated RPSD implementation program.

### **Task DPM3A HUD Indicators and Measures**

Incorporate the indicators and measures required by HUD's Office of Sustainable Housing and Communities and collected by Rhode Island Statewide Planning Program (see attached) into the set of performance measures and indicators developed for the RPSD implementation program.

### **Task DPM3B Existing Plan Review**

Develop and implement a process to review Land Use 2025, Transportation 2030, and Water 2030 to identify the most important and relevant goals, strategies, and objectives within these plans. Develop indicators and performance measures that will efficiently and effectively track progress toward these goals, strategies, and objectives.

### **Task DPM3C Comprehensive Indicators and Performance Measures List**

Incorporate the data, indicators, and performance measures developed for the Housing and Economic Development Plans into a comprehensive, unified list suitable for inclusion in the implementation program. Consider, where appropriate to Rhode Island, replication of successful indicators and performance measures from other cities and regions. There are many successful models for indicators and performance measures based on sustainability, from Santa Monica, CA to Northampton, MA. Locally, Rhode Island Kids Count and Narragansett Bay Watershed Counts have used performance measures and indicators successfully to track the well-being of the state's children and water resources respectively.

**Task DPM3D Data Format and Method**

Develop a format and method, as necessary, to make existing raw data more usable and presentable.

**Task DPM3E Description of Analysis and Assumptions**

Provide a description of the analysis used and the assumptions made in developing the performance measures and indicators, so that the relationships among them are clear.

*Deliverables Task DPM3:* Detailed list of performance measures and indicators that will be used to track the short and long term success of *Sustainable Rhode Island*, including those developed for Land Use 2025, Transportation 2030, and Water 2030 as well as those from the new housing and economic development plans. The list should be suitable for inclusion in the implementation program. Written description of the analysis used and the assumptions made in developing the performance measures and indicators.

**Task DPM4 Public Accessibility****Task DPM4A Public Access and Engagement Strategies**

- A. Identify ways to improve public access to indicators, performance measures and other key data sources, including web-based tools and a regular publication process.
- B. Design and implement processes to engage Consortium members, the broader public and other stakeholders in understanding the performance measures, indicators and their implications.

**Task DPM4B Online Tools**

- A. Design and build a web-based tool, a regular publication process, and a cohesive graphic/branding strategy that promotes the indicators as a communication tool. The web-based tool should be formatted such that staff can easily maintain and update it over time.
- B. Integrate the web-based tool into the project's Public Participation and Communications efforts as well its larger online presence.

*Deliverables Task DPM4:* Web-based platform for publicly accessing, manipulating and mapping data, indicators and performance measures that is integrated with the project's larger online presence. Written report and summary pieces for public distribution, detailing and explaining the performance measures.

**Task DPM5 Framework for Long Term Sustainability****Task DPM5A Maintenance of Data, Indicators, and Performance Measures**

Design a process for the maintenance of the data, indicators, and performance measures to include strategies to engage Consortium members and the broader public in re-assessing performance measures and indicators on a regular basis to ensure that relevant data are compiled, updated and analyzed annually.

**Task DPM5B Reevaluation and Refinement of Strategies**

Design a process for using performance measures to regularly reevaluate and refine the strategies of *Sustainable Rhode Island*, including identifying entities responsible for this analysis.

*Deliverables Task DPM5:* Final data and performance measures report including an executive summary. The report should outline a process to ensure that the data, indicators and performance measures are regularly evaluated and appropriately restructured to meet the State's needs. It should include a schedule for maintenance and updates of the data, indicators and performance measures.

## **Element 7 Technical Assistance and Capacity Building**

The Technical Assistance and Capacity Building element of the SCRPG is separated into three phases. The first phase will provide TACB to the Social Equity Advisory Committee (SEAC). Work on the first phase of the TACB scope should begin immediately upon commencement of a contract with a consultant team. The second phase will provide TACB based on priorities established through Statewide Planning's survey of municipal planners. The second phase of TACB will occur during 2013. The third phase of TACB will address needs identified through the Sustainable Rhode Island planning process. The third phase of TACB will occur in 2014. A general timeline for the phases of this element is below:

Phase I SEAC Capacity Building February 2013-July 2013

Phase II February 2013-February 2014

Phase III February 2014-February 2015

### **Phase 1**

#### **Task TACB1 Social Equity Advisory Committee Capacity Building**

Assess the capacity building needs of the SEAC and develop and implement a training program that will provide SEAC members with working knowledge of Rhode Island planning processes, the specific details of the *Sustainable Rhode Island* project, and the relationships between planning, disparities and equity. Develop strategies for adapting the trainings and activities developed for the SEAC on procedural and distributional equity for presentation to municipal planners during Phase II of the TACB scope.

*Deliverables Task TACB1:* Development and delivery of SEAC capacity building trainings, including power point slides and/or other training products. Adaptation of SEAC training materials on equity for municipal planners.

### **Phase 2**

#### **Task TACB2 Technical Assistance and Capacity Building Needs**

The Statewide Planning Program conducted a survey of the technical assistance and capacity needs of state and municipal planners in 2012, and has targeted five key topic areas for action early in *Sustainable Rhode Island*: economic development (such as development finance), natural hazards risks assessment, public participation and communications (using social media, marketing planning, reaching targeted groups, how to get people involved in a polarized political climate), model ordinances (such as TIFs), and negotiating with developers. In addition to these five topic areas, the consultant shall work with the grant Consortium to identify the priority TACB needs of the Consortium members, state agencies and the state's municipal planners, needs identified early in the *Sustainable Rhode Island* planning process should also be considered. The consultant shall identify specific TACB approaches; including tools, best practices, and workshops, to address the TACB needs of the Consortium and state and municipal planners. Approaches will be linked to specific need(s) and should describe proposed content, audience, method, communications approach, and evaluation process. They should be replicable and flexible, so that they can be presented to multiple audiences and revised over time to meet changing needs.

*Deliverables Task TACB2:* Description of priority TACB needs as well as a summary of the approaches proposed for addressing the TACB needs.

### **Task TACB3 Develop TACB Activities**

#### **Task TACB3A Develop Initial TACB Activities**

Develop a set of specific, skills-building activities to meet the TACB needs identified in Task TACB2. Activities must move beyond traditional planning workshops, such as those offered currently in the state by Grow Smart Rhode Island's Land Use Training Collaborative; they must provide Consortium members, state agencies, municipal planners and other strategy implementers with skills and tools they can use to expand their skill sets so as to better serve their community's and the state's needs. For example municipal planners need not only to understand the purposes of market analysis, tax increment financing, or transfer of development rights, but how and why to implement these tools in their communities.

Develop specific work plans for the top TACB priorities as identified by the consultant and Consortium to implement the approaches identified in Task TACB2, including budgets and timelines. Work plans must outline how the consulting team will develop, refine, and deliver the TACB products identified in the strategies. These work plans will be reviewed by the TACB committee and SEAC and approved by the Consortium. Consultants cost proposals include the costs for developing and delivering these trainings.

*Deliverables Task TACB3:* TACB activities and approved project-specific work plans that include timelines and budgets for delivery to Consortium members, state agencies and municipal planners.

#### **Task TACB3B Test Initial Approaches with Stakeholders**

Collaborate with the TACB committee to create and execute a process for testing and evaluating the TACB approaches. When possible, new content should be integrated with the existing Land Use Training Collaborative.

*Deliverables Task TACB3B:* Initial written training materials, online tools, workshop materials, and evaluation reports.

#### **Task TACB3 C Refine Tools/Best Practices/Workshops**

Review the evaluation results of the tools/best practices/workshops testing in collaboration with the TACB Committee. Use the information to improve the effectiveness of the work products and to finalize them for inclusion into the *Sustainable Rhode Island* implementation program and for widespread dissemination.

*Deliverables Task TACB3C:* Final set of TACB products.

#### **Task TACB4 Distribute Tools/Best Practices/Workshops for Widespread Use**

Use a range of methods to make TACB products available to municipal planners, consortium members and state agencies across Rhode Island, including online methods. Incorporate information on the TACB materials into the *Sustainable Rhode Island* website and other outreach materials. Establish a system for promoting the TACB products and for integrating future assistance developed for *Sustainable Rhode Island*.



*Deliverables Task TACB4:* Delivery of TACB activities to consortium members, state agencies and municipal planners. Written plan for further promotion and dissemination of the final TACB products.

### **Phase 3**

#### **Task TACB5 Technical Assistance and Capacity Building Needs**

Work with the consortium to develop products that address the TACB needs identified during the *Sustainable Rhode Island* planning process. These products will be tied to the top implementation priorities from each new subject area (housing, economic development, growth centers). These needs will be identified through the work of the consultant and the Consortium during the planning process. These will not be a reworking of TACB products developed under Phase 2 of this element.

The consultant shall identify specific TACB approaches; including tools, best practices, and workshops, to address the TACB needs of the Consortium, state agencies, municipal planners and other strategy implementers. Approaches will be linked to specific need(s) and should describe proposed content, audience, method, communications approach, and evaluation process. They should be replicable and flexible, so that they can be presented to multiple audiences and revised over time to meet changing needs.

*Deliverables Task TACB5:* Documentation of previously unaddressed TACB needs as identified through the *Sustainable Rhode Island* planning process as well as summary of the proposed approaches to addressing those needs.

#### **Task TACB6 Develop TACB Activities**

##### **Task TACB6A Develop TACB Activities**

Develop a set of specific, skills-building activities to meet the TACB needs identified in Task TACB5. As with Phase 2, activities must move beyond traditional planning workshops; they must provide Consortium members, state agencies and the state's planners with skills and tools they can use to expand their skill sets so as to better serve their community's and the state's needs.

Develop specific work plans to implement the approaches identified in Task TACB5, including budgets and timelines. Work plans must outline how the consulting team will develop, refine, and deliver the TACB products identified in the strategies. These work plans will be reviewed by the TACB Committee and approved by the Consortium.

*Deliverables Task TACB6A:* Approved project-specific work plans that include timelines and budgets for delivery to Consortium members, state agencies and municipal planners.

##### **Task TACB6B Test Initial Approaches with Stakeholders**

Develop process to test the effectiveness of the approaches developed in Task TACB6A. Collaborate with the TACB Committee to create and execute a process for testing and evaluating the TACB approaches. When possible, new content should be integrated with the existing Land Use Training Collaborative.

*Deliverables Task TACB6B:* Written training materials, online tools, workshop materials, and evaluation reports.

**Task TACB6C Refine Tools/Best Practices/Workshops**

Review the evaluation results of the tools/best practices/workshops testing in collaboration with the TACB Committee. Use the information to improve the effectiveness of the work products and to finalize them for inclusion into the *Sustainable Rhode Island* implementation program and for widespread dissemination.

*Deliverables Task TACB6 C: Final set of TACB products.*

**Task TACB7 Distribute Tools/Best Practices/Workshops for Widespread Use**

Use a range of methods to make TACB products available to municipal planners and officials and other community partners across Rhode Island, including online methods. Incorporate information on the TACB materials into the *Sustainable Rhode Island* website and other outreach materials. Establish a system for promoting the TACB products and for integrating future assistance developed for *Sustainable Rhode Island*.

*Deliverables Task TACB7:* Delivery of TACB activities to Consortium members, state agencies and municipal planners. Written plan for further promotion and dissemination of the final TACB products.

## **Element 8 Implementation**

### **Task I1Strategy and Policy Review**

Review the final goals, strategies, and policy recommendations of the major components of *Sustainable Rhode Island*, including Land Use 2025, Transportation 2030, and Water 2030; the new housing and economic development plans; and the growth center strategies. Work with the Consortium, SEAC, and the public to prioritize the goals, strategies, and recommendations, and develop an integrated list that encompasses the major elements of *Sustainable Rhode Island*. The expectation is that there will be between 50 and 60 prioritized strategies – 8 to 10 for each of the major components. Propose ways to adjust the strategies of the currently existing elements so as to strengthen the linkages and alignment among the various project elements.

*Deliverables Task I1:* Integrated list of priority goals, strategies, and recommendations. Description of the method used to prioritize strategies.

### **Task I2Implementation Program**

Further prioritize the list of goals, strategies, and recommendations developed in Task 1 by identifying the top 1 or 2 for each major component of *Sustainable Rhode Island*. Develop an integrated program that provides work-plan level descriptions of how to implement these top 10 to 12 strategies. This will require a determination of the policy and program changes needed to implement the priority strategies and the development of specific actions, including legislation, regulations, guidelines and other recommendations for action to create this positive change. The implementation program must detail a desired time frame, estimated budget, potential funding source, and responsible entity for each priority strategy. It will serve as an action plan for members of the Rhode Island Consortium as they implement the strategies contained in *Sustainable Rhode Island*.

*Deliverables Task I2:* Implementation work plans for each priority strategy identified in Task 2 and a summary implementation matrix.

### **Task I3Performance Measures and Integration**

Review the indicators and performance measures developed for the elements of *Sustainable Rhode Island*: Land Use 2025, Transportation 2030, Water 2030, the new housing and economic development plans, and the growth center strategies. Integrate these measures with the priority strategies and work plans into the final implementation program; each strategy must be linked to least one performance measure and indicator.

*Deliverables Task I3:* Indicators and performance measures integrated with the implementation program.

### **Task I4Final Implementation Program**

Develop printed and electronic formats for the *Sustainable Rhode Island* implementation program that are easy and intuitive to read and understand, and that can be regularly updated to reflect changes and track successes. Additionally, develop an online format that can be incorporated into the existing *Sustainable Rhode Island* website that includes not only the completed implementation program but also Land Use 2025, Transportation 2030, Water 2030; the new housing and economic development plans; and the growth center strategies.

Also development of a separate document that will serve as an executive summary of *Sustainable Rhode Island* suitable for distribution to stakeholders and the public, similar to that developed for the state's Land Use 2025 Plan (<http://www.planning.ri.gov/landuse/landuse2025.pdf>). Include a narrative that explains the concepts underlying the Sustainable Communities project; summarizes the planning process; lists the goals, strategies, and policies; describes how the components of *Sustainable Rhode Island* fit together to form a regional plan for sustainable development, and explains how the plan will be implemented.

*Deliverables Task I4:* Final *Sustainable Rhode Island* implementation program including the detailed implementation work plans and indicators and performance measures. Final *Sustainable Rhode Island* executive summary.

## **SECTION 3 Formal Review and Adoption Process**

As part of the development of *Sustainable Rhode Island*, the Housing and Economic Development plans must go through a formal review and adoption process, mandated by state law. Additionally, the Growth Centers strategy and the Integrated RPSD must be endorsed by the State Planning Council. The Housing Plan and Economic Development Plan must go through the formal review and adoption process as State Guide Plan elements before the Growth Centers Strategy and Integrated RPSD can go through the review process and be endorsed by the State Planning Council. Additional information about this formal review and adoption process is outlined below along with RI Division of Planning responsibilities.

Every effort shall be made by the consultant to ensure that the Housing and Economic Development plans proceed through the formal review and adoption process on the same schedule.

### ***3.1 Statewide Planning Staff Review***

SPP will review the final drafts of the Economic Development Plan, Housing Plan, Growth Centers Strategy, and Integrated RPSD for conformance to the Scope of Work as to content, completeness and format. SPP retains the right to full editorial control of the content, organization and presentation of documents.

### ***3.2 Consortium Subcommittees***

Upon completion of SPP staff review, the consultant will present the final drafts of the Economic Development Plan, Housing Plan, Growth Centers Strategy, and Integrated RPSD to the pertinent subcommittees for their review and approval (Housing, Economic Development, Data and Performance Measures, Growth Centers). RI Division of Planning staff will coordinate with consultants and Consortium subcommittee members on meeting dates, time and place and the agenda. Staff will be responsible for mailings and information distribution and meeting minutes. Subcommittee meetings are currently unscheduled but may meet frequently as driven by the consultant teams proposed timeline for draft deliverables.

Consultants will provide RI Division of Planning an electronic copy of the final drafts to be discussed at least 14 days before each meeting. Staff will distribute drafts to the Consortium subcommittee members 7 days before each meeting.

### ***3.3 Social Equity Advisory Committee***

Upon completion of review of final drafts by the consortium subcommittees and integration of their comments into the drafts, the consultant will present the final drafts of the Economic Development Plan, Housing Plan, Growth Centers Strategy, and Integrated RPSD to the SEAC for their review and approval. RI Division of Planning staff will coordinate with consultants and Consortium subcommittee members on meeting dates, time and place and the agenda. Staff will be responsible for mailings and information distribution and meeting minutes. SEAC meetings are expected to be held monthly, but may meet more frequently as driven by the consultant teams proposed timeline for draft deliverables.

### ***3.4 Consortium***

Upon completion of review of final drafts by the SEAC and integration of their comments into the drafts, the consultant will present the final drafts of the Economic Development Plan, Housing Plan, Growth Centers Strategy, and Integrated RPSD to the Consortium for their review and approval. RI Division of

Planning staff will coordinate with consultants and the Consortium on meeting dates, time and place, and the agenda. Staff will be responsible for mailings and information distribution and meeting minutes. Currently, Consortium meetings are planned, with some exceptions, for the 3<sup>rd</sup> Wednesday of the month from 1:00PM to 3:00PM at the Department of Environmental Management, Room 300. The Consortium may meet less frequently once the planning process begins.

Consultants will provide RI Division of Planning with an electronic copy of the final drafts to be discussed at least 14 days before each meeting. Staff will distribute drafts to Consortium members 7 days before each meeting.

### ***3.5 Technical Committee Review***

Upon completion of review of the final drafts by the Consortium and the integration of their comments into the drafts, the consultants will present the final drafts of the Economic Development Plan, Housing Plan, Growth Centers Strategy, and Integrated RPSD to the Technical Committee for its review and recommendation to the State Planning Council.

RI Division of Planning staff will coordinate with consultants and Technical Committee members on meeting dates, time and place and the agenda. Staff will be responsible for mailings and information distribution and meeting minutes. Currently, Committee meetings are planned for the 1st Friday of the month at 9:00 AM in the Department of Administration, Conference Room C.

Consultants will provide staff with an electronic copy of the final drafts to be presented at least 21 days before each meeting. Staff will distribute the drafts to the Committee as part of the mailing process.

### ***3.6 State Planning Council Review***

Upon completion of review of the final drafts by the Technical Review Committee and the integration of its comments into the drafts, the consultants will present the final drafts of the Economic Development Plan, Housing Plan, Growth Centers Strategy, and Integrated RPSD to the State Planning Council for their review and adoption/endorsement.

RI Division of Planning staff will coordinate with consultants and Council members on meeting dates, time and place and the agenda. Staff will be responsible for mailings and information distribution and meeting minutes. Currently, Council meetings are planned for the 2<sup>nd</sup> Thursday of the month at 9:00AM in the Department of Administration, Conference Room A.

Consultants will provide staff with an electronic copy of final drafts to be presented at least 21 days before the meeting. Staff will distribute the drafts to the Council as part of the mailing process.

After the consultant's initial presentation of the Housing Plan and Economic Development Plans to the State Planning Council, the Council will schedule a public hearing for the public review of the draft *Sustainable Rhode Island* Housing and Economic Development Plans.

Staff will make arrangements for and conduct the public hearing to accept public comments on the draft. The hearing will be conducted in accordance with the R.I. Administrative Procedures Act and Open Meetings Law. The Secretary of the Council, Chief of the Statewide Planning Program (SPP), shall preside at the hearing. Consultants will make a presentation to briefly summarize the public review draft

update. SPP will be responsible for publishing the public notice, mailing the hearing notice to local officials, agencies and individuals who have requested notification of such hearings, minutes, and copies of comments received.

Consultant will provide RI Division of Planning, at least 65 days prior to the public hearing, official hard copies and one electronic PDF copy of the document for public review at the SPP offices. SPP will post a digital version on its website.

SPP will prepare a summary report on the public hearing including attendance and comments provided along with recommendations to address substantive comments for the next regularly scheduled State Planning Council meeting after the public hearing.

There will be a 30-day comment period prior to the public hearing during which SPP will accept written comments on the plans. Substantive comments received during the comment period and at the public hearing will be incorporated into the draft plans.

The consultant will work with SPP to incorporate changes to address substantive comments and present the final draft updates (substantive changes must be approved by the Consortium and Technical Committee before being submitted to the State Planning Council), along with the report of the public hearings, to the State Planning Council for adoption.

Upon adoption of the Housing Plan and Economic Development Plan as State Guide Plan elements, the Growth Centers Strategy and Integrated RPSD can then move forward to the State Planning Council for the above public hearing process for their final review and endorsement.

## **SECTION 4 Products and Deliverables**

The consultant(s) will deliver to RI Division of Planning all products described in Elements 1-8 above. The following applies to all products.

The Consultant team will provide the final plans as adopted by the Council in both electronic and paper format for distribution by SPP. The Housing Plan, Economic Development Plan, Growth Centers Strategy, and Integrated RPSD shall be formatted in Adobe InDesign or Microsoft Word.

All GIS products must be delivered as topologically correct Arc GIS geo-databases or shape files with metadata meeting all Federal Geographic Data Committee metadata standards and shall be made available to the RIGIS for inclusion therein. All interim and final products (reports, maps, data, etc.) supported by this agreement shall be public documents, pursuant to R.I. General Law.

The Consultant will provide 15 bound, color copies of the Housing Plan, Economic Development Plan and Growth Centers Strategy. The Consultant will provide 50 bound, color copies of the Integrated RPSD. The Consultant will provide 2,500 printed copies of the RPSD executive summary (see the Land Use 2025 summary as an example for this piece).

SPP will post the final plans, as adopted and endorsed by the Council, on the SPP website.

## **SECTION 5 Reporting and Payments**

Quarterly progress and financial status reports are required per task, and should be submitted to Rhode Island Statewide Planning within 30 days following the close of each quarter of the grant period. These

reports will be submitted together, but broken out according to each and any of the eight elements described above that a consultant and/or its sub-consultants are contracted to execute. Reimbursement will be made on a quarterly basis up to 80% of the costs per task. Following acceptance of final products by the Program, the consultant should submit a Final Reimbursement Request and supporting documentation, including from any and all sub-contractors.

Final Reimbursement Request will be processed only following acceptance of final products by SPP at which point final reimbursement of 20% of the costs per task will be made.

Financial Report – A project financial report documenting the expenditures on each task must accompany Reimbursement requests. All project-related expenditures should be itemized as to task, date, type or category (payment to vendor, wages and salaries, etc.).

## **SECTION 6 Proposal Submission Requirements & Instructions**

### **6.1 Proposal Submission**

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [rfp.questions@purchasing.ri.gov](mailto:rfp.questions@purchasing.ri.gov) no later than the date and time indicated on page one of this solicitation. Please reference the RFP # in the subject of all correspondence. Questions should be submitted in a Microsoft Word attachment. Answer to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 574-9709.

Offerors are encouraged to submit written questions to the Division of Purchases. **No other contact with State parties regarding the RFP will be permitted unless expressly authorized by the Division of Purchases.** Interested Offerors may submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as indicated by the office time clock in the reception area of the Division of Purchases, will not be considered.

The Proposal Contents, as listed below, must be either mailed and received prior to the submission deadline or hand-delivered in a sealed package marked **“RFP # 7458306: A Regional Plan for Sustainable Development”**:

**RI Department of Administration  
Division of Purchases, 2<sup>nd</sup> Floor  
One Capitol Hill  
Providence, RI 02908-5855**

NOTE: Proposals received after the above-reference due date and time will not be considered. Proposals misdirected to other State locations or those not presented to Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals faxed, or e-mailed, to the Division of Purchases will not be considered. The official time clock is in the reception area of the Division of Purchases.



## 6.2 General Response Contents

Responses should include the following:

1. A completed and signed three-page R.I.V.I.P. generated bidder certification cover sheet downloaded from the Rhode Island Division of Purchases' Internet home page at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
2. A completed and signed Form W-9 downloaded from the Rhode Island Division of Purchases' Internet home page at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
3. A completed Architect-Engineer and Related Services Questionnaire, Standard Form 330 (available on the Purchasing Website at: <http://www.purchasing.ri.gov/RIVIP/publicdocuments/form330.pdf>).
4. An original plus fourteen (14) copies of the Technical Proposal, with two (2) electronic copies placed in the original.
5. An original plus fourteen (14) copies of the Cost Proposal in a separately sealed envelope, with two (2) electronic copies placed in the original. (Please note that the Technical Proposals and the Cost Proposals may be mailed in the same shipping container, but the Cost Proposal must be in a separately sealed envelope.)
6. In addition to the multiple hard copies of proposals required, as noted above, Respondents are requested to provide two (2) electronic copies of the technical and cost proposal in **electronic format (CDROM, diskette, or flash drive)**. Microsoft Word/Excel format is preferable and should be marked appropriately.

## 6.3 Detailed Technical Proposal Format

Respondents' Technical Proposals should be formatted as ring bound documents with at least 5 tabs, the contents of which are outlined below.

### 6.3.1 *Certificates and Forms (TAB 1)*

This tab shall include the following:

1. A completed and signed three-page RIVIP Bidder Certification Cover Form, available at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
2. A copy of the current Rhode Island Certificate of Authorization (RICOA) for the firm and copies of current Rhode Island registration(s) for professionals who would perform the work. (Firms that do not have a RICOA or Rhode Island professional registration must include a letter acknowledging the intent and requirement to expeditiously acquire said Certifications.)
3. A completed and signed W-9 Form downloaded from the RI Division of Purchase's webpage at [www.purchasing.ri.gov](http://www.purchasing.ri.gov) by clicking on RIVIP, then General Information and then Standard Forms.

### **6.3.2 Executive Summary (TAB 2)**

This tab shall include the following:

1. An Executive Summary that highlights the contents of the Technical Proposal and provides State evaluators with a broad understanding of the respondent's technical approach, ability, and capacity.
2. A Table of Contents.

### **6.3.3 Staff Qualifications and Experience (TAB 3)**

This tab shall include the following:

1. Staff Qualifications/Experience of the respondent and project principals - Describe the respondent's general experience as well as its experience and qualifications with projects of a similar size, scope and use specific to the project elements. Identify the overall project manager, project managers for each element, other consultants, as well as other members of the project team and the percentage of their time to be spent on any task. (Supplemental information such as personnel information for key staff including resumes and final work products of similar projects may be appended to the technical proposal, but should not exceed 30 pages.)
2. In addition to the narrative above, respondents must submit Standard Form 330 (available on the Purchasing website at <http://www.purchasing.ri.gov/RIVIP/publicdocuments/form330.pdf>).

### **6.3.4 Project Approach and Understand of Work (TAB 4)**

This section shall include the following information:

1. Description of the consultant's understanding of the state's requirements, including the result(s) intended and desired. The approach and/or methodology to be employed for **each element** and a work plan for accomplishing the results proposed.
2. A discussion and justification of the methods proposed for each element, and the technical issues that will or may be confronted at each stage of the project.
3. The work plan description shall include a detailed monthly proposed project schedule by element, task and subtask along milestones that will be employed to administer the project and the task assignments of staff members and level of effort for each linked to the cost proposal and project deliverables.

#### **Project Milestones**

February 2013	Project kick-off meeting and planning process begins
July 2013	Mid-point public meeting
January 2014	Public presentation of completed plans
	Second phase of technical assistance and capacity-building begins
February 2014	Planning process ends
March 2014	Implementation and adoption process begins
December 2014	Implementation and adoption process ends

### ***6.3.5 Relevant Experience and Expertise (TAB 5)***

This tab shall include the following information:

1. A description of the business background of the respondent (and all subcontractors proposed), including a description of their financial position;
2. The respondent's status as a Minority Business Enterprise (MBE), certified by the Rhode Island Department of Economic Development, and/or a subcontracting plan which addresses the state's goal of ten (10) percent participation by MBE's in all State procurements. For further information, call the MBE Officer at (401) 574-8253; and
3. Any other information the respondent deems relevant to the evaluation process.
4. References including client name, address, contact person, telephone number, email, project start and end date, as well as a project description. References should be for similar or related projects that proposed key staff members for this project have worked.

### ***6.3.6 Misc. Instructions***

The technical proposal (TAB 3, TAB 4, and TAB 5 above) should be no more than 10 pages in length for each task and should: include the qualifications and related background of the contractor; responses to each area of the required Scope of Work elements listed above. Supplemental information such as personnel information for key staff including resumes and final work products of similar projects may be appended to the technical proposal, but should not exceed 30 pages. Please make sure that the material submitted does not contain personal information (i.e. home addresses, emails, phone numbers on employee resumes.)

### ***6.4 Cost Proposal (Separately Sealed)***

Using the attached excel spread sheet marked **Attachment C**, the consultant must prepare a cost proposal reflecting the fee structure proposed for this scope of services by Element task and subtask using the Excel workbook provided. The total cost of the contract should not to exceed \$1,355,200. While there is a limited amount of flexibility, the estimated budget for particular tasks is currently estimated as follows:

**Element 1** Public Participation and Communications: \$146,000

**Element 2** Social Equity: \$89,200

**Element 3** Economic Development Plan: \$216,600

**Element 4** Growth Centers: \$168,000

**Element 5** Housing Plan: \$201,600

**Element 6** Data, Indicators and Performance Measures: \$100,800

**Element 7** Technical Assistance and Capacity Building: \$280,000 (\$40,000 for SEAC training, \$75,000 for Phase 1, \$165,000 for Phase 2)

**Element 8** Integrated RPSD and Implementation Program: \$168,000

Additionally, in the cost proposal, the vendor shall provide the spreadsheet marked as **Attachment D** for each element detailing the personnel costs by including the position titles,

rates and level of effort (hours) necessary to complete each element. The personnel costs included in **Attachment D** should correlate to the costs included in **Attachment C**.

## **SECTION 7 Evaluation Criteria**

Proposals will be scored by a multi-agency committee (according to the various tasks) based upon the following criteria and point scale. Respondents must achieve a minimum technical score of 95 points for their Project Approach and Understanding of Work, Relevant Experience and Expertise and Capacity, Resources, and Level of Effort to Accomplish Tasks to be further considered and their cost proposal opened.

(See following sheet for evaluation criteria).

Criteria	Points
<b><i>Project Approach and Understanding of Work</i></b>	64
Project approach including the proposed work plan and timeline as well as a demonstrated understanding of the tasks described in the scopes of work, the HUD Sustainable Communities Regional Planning Program objectives, and the Rhode Island context.	
<b><i>Relevant Experience and Expertise</i></b>	56*
Capacity of the consultant team to manage the project effectively based on its experience in Rhode Island and in managing multidisciplinary projects of similar size, scope, and complexity. Past performance as reflected by the evaluation of private persons and officials of other government entities that have retained the services of the firm will be considered strongly.	
<b><i>Element 1: Public Participation and Communications</i></b>	7
Professional communications, public relations, and participation experience using innovative approaches to integrate stakeholder objectives into the planning process.	
<b><i>Element 2: Social Equity</i></b>	7
Experience working at the intersection of traditional planning and engagement of low-income communities and minority communities.	
<b><i>Element 3: Economic Development</i></b>	7
Experience with the development of regional, long-term economic development visions, goals, and strategies.	
<b><i>Element 4: Growth Centers</i></b>	7
Experience in the use of GIS mapping in the definition, classification, and development of criteria to locate growth centers as described in the scope of work.	
<b><i>Element 5: Housing</i></b>	7
Experience developing a Regional AI that meets HUD requirements and experience developing housing plans that address all levels of housing need, not just affordable housing.	
<b><i>Element 6: Data and Performance Measures</i></b>	7
Experience developing meaningful performance measures and making them accessible to stakeholders and the public.	
<b><i>Element 7: Technical Assistance and Capacity Building</i></b>	7
Experience developing and delivering technical assistance and capacity building tools in support of planning processes.	
<b><i>Element 8: Implementation</i></b>	
Experience developing detailed prioritized, cross-topic strategic implementation work plans.	7
<b><i>Capacity, Resources, and Level of Effort to Accomplish Tasks</i></b>	20
Ability to perform the services as reflected by workload and the availability of adequate personnel, equipment, and facilities to perform the services expeditiously. Include a list of all staff and subconsultants and the hours or percentage of time they will spend on the project by task.	
<b><i>Cost of Proposal</i></b>	60
The lowest responsive cost proposal divided by this cost proposal x 60 points.	

\*Broken down by each element.

## SECTION 8 Award and Contract Details

- The Division will commission a review team to evaluate and score all proposals that are complete and minimally responsive using the criteria described above. The evaluation of any item may incorporate input from sources other than the bidder's response and supplementary materials submitted by the bidder. Those other sources could include assessments made by evaluators based on findings recorded from reference checks (including but not limited to those supplied by the bidder), prior experience with or knowledge of bidder's work, responses to follow-up questions posed by the State and/or oral presentations by the bidders if requested by the review team. The State may elect to use any or all of these evaluation tools.
- The review team may contact any, all or some of the bidders with questions and clarifications at any point during the process at its own discretion. The review team may also require vendors to provide an oral presentation or be interviewed as part of the evaluation. The review team may adjust the technical scores of any bidder after conducting such a clarification.
- The review team will present written findings, including the results of all evaluations, to the State Purchasing Agent or designee, who will make the final selection for this solicitation. When a final decision has been made and a contract awarded, a notice will be posted on the Rhode Island Division of Purchases web site.
- In order for the Cost Proposal to be reviewed, all technical proposals must meet a minimum technical score of 95 points out of a total of 140 points. If the technical proposal does not achieve this minimum, the cost proposal submitted by the bidder will not be considered and the proposal in its entirety will be dropped from further consideration.
- Because the evaluation takes into consideration both the technical and cost components in a value based approach, the lowest costing bidder may not necessarily be awarded a contract.
- Notwithstanding anything above, the Division reserves the right to unilaterally: 1) accept or reject any, or all, bids, proposals, and award on cost alone; 2) cancel the solicitation at any time; 3) waive any technicality in order to act in the best interest's of the State; and 4) to conduct additional negotiations as necessary.
- Proposals found to be technically or substantially non-responsive, at any point in the evaluation process, will be rejected and not be considered further. The State, at its sole option, may elect to require presentation(s) by bidders in consideration for the award. An award will not be made to a contractor who is neither qualified nor equipped to undertake and complete the required work within the specified time.
- The State of Rhode Island shall have the absolute right to approve or disapprove the Contractors, and any subcontractors, key personnel assigned to this contract. The State of Rhode Island may also approve or disapprove any proposed changes in key staff or require the removal or reassignment of any key Contractor employee or subcontractor personnel found unacceptable by the State. Any and all requests for contractor or subcontractor personnel changes must be submitted in writing to Division of Planning at least thirty days prior to effective date of change.
- HUD reserves the right to approve the selected consultants and the consultant's contract prior to execution. The final contract will state that the consultant agrees to provide professional services in support of the HUD Sustainable Communities Regional Planning Grant for which the RI

Division of Planning is the Grantee. By signing the contract agreement, the consultant will confirm that it has reviewed the Terms and Conditions of the HUD Cooperative Agreement entered into with the State of Rhode Island and will comply with them.

- Per EDA requirements, any consultant or sub-consultant working on the Economic Development element must provide a Dun & Bradstreet Data Universal Number System (DUNS) number. Further, they must comply with the Department of Commerce Financial Assistance Standard Terms and Conditions. Finally, applicants/bidders for a lower tier transaction – i.e. subawards, contracts, and subcontracts – (except contracts for goods and services under \$25,000 not requiring the consent of a DOC official) are subject to 2 CFR Part 1326, Subpart C “Government wide Debarment and Suspension (Nonprocurement). Applicants/bidders should familiarize themselves with these provisions.

### ***8.1 Insurance Requirements***

The successful respondent shall provide proof of the following insurances:

Commercial General Liability Insurance: Contractor shall obtain, at Contractor’s expense, and keep in effect during the term of this contract Commercial General Liability Insurance covering bodily injury, and property damage in a form and with coverage that are satisfactory to the State. This insurance shall include personal and advertising injury liability, independent contractors, products completed operations, contractual liability and broad form property damage coverage. Coverage shall be written on an occurrence basis. A combined single limit of \$1,000,000 per occurrence and aggregate is required.

Errors and Omissions Coverage: Contractor shall obtain, at Contractor’s expense, and keep in effect during the term of this Contract errors and omissions Insurance covering any damages caused by an error, omission or any negligent acts of contractor, its subcontractors, agents, officers or employees under this Contract. Combined single limit per occurrence shall not be less than \$1,000,000. Annual aggregate limit shall not be less than \$1,000,000.

Auto Liability Insurance: Contractor shall obtain, at Contractor’s expense, and keep in effect during the term of this contract, auto liability insurance covering all owned, non-owned, or hired vehicles. A combined single limit per occurrence of \$1,000,000 will be obtained.

Workers Compensation and Employers Liability: Contractor shall obtain statutory Workers Compensation coverage in compliance with the compensation laws of the State of Rhode Island. Coverage shall include Employers Liability Insurance with minimum limits of \$100,000 each accident, \$500,000 disease or policy limit, \$100,000 each employee.

The State will be defended, indemnified and held harmless to the full extent of any coverage actually secured by the Contractor in excess of the minimum requirements set forth above. The duty to indemnify the State under this agreement shall not be limited by the insurance required in this agreement.

Independent Contractors, neither eligible for nor entitled to, Workers Compensation must file with the Department of Labor and Training, Division of Workers Compensation a Notice of Designation as Independent Contractor Pursuant to RIGL 28-29-17.1 naming the State of Rhode Island Department of Administration as the hiring entity.

The liability insurance coverage, except Professional Liability, Errors and Omissions or Workers Compensation required for the performance of the contract shall include the State of Rhode Island the Department of Administration and its divisions, officers and employees as Additional Insureds but only with respect to the Contractor's activities under this contract.

The insurance required in this agreement, through a policy or endorsement shall include:

A) A Waiver of Subrogation waiving any right to recovery the insurance company may have against the State.

B) A provision that Contractor's insurance coverage shall be primary as respects any insurance, self-insurance or self-retention maintained by the State and that any insurance, self-insurance or self-retention maintained by the State shall be in excess of the Contractor's insurance and shall not contribute.

There shall be no cancellation, material change, potential exhaustion of aggregate limits or non-renewal without thirty days (30) written notice from the Contractor or its insurer(s) to the Department of Administration. Any failure to comply with the reporting provisions of this clause shall be grounds for immediate termination of this contract.

As evidence of the insurance coverage required by this contract, the Successful Bidder shall furnish Certificate(s) of Insurance to The Department of Administration, Purchasing Division at least 48 hours prior to the commencement of work. A copy of additional insured wording from the commercial liability insurance policy will be sent along with the insurance certificate. Failure to comply with this provision shall result in rejection of the bid offer.

Insurance coverage required under the contract shall be obtained from insurance companies acceptable to the Department of Administration.

The Contractor shall pay for all deductibles, self-insured retentions and/or self-insurance included hereunder.

The Purchasing Agent reserves the right to consider and accept alternative forms and plans of insurance or to require additional or more extensive coverage for any individual requirement.



# ATTACHMENT A

## RHODE ISLAND ECONOMIC DEVELOPMENT CORPORATION Economic Development Data Analysis and Assessment Request for Proposals

The Rhode Island Economic Development Corporation (the Corporation) is requesting proposals from firms to analyze existing assets and identify challenges to strengthening economic growth in Rhode Island using existing documents, data, and input from the Rhode Island Sustainable Communities Consortium and other stakeholders. This includes providing analysis and comparison, where relevant, with neighboring states.

Note: This project is part of a larger initiative funded by a U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning grant awarded to the State of Rhode Island, the final product of which will be a Regional Plan for Sustainable Development (RPSD) that integrates land use, transportation, water, housing, and economic development issues into a coherent implementation plan, all of which will seek to produce positive, equitable outcomes for all Rhode Islanders. As such, **HUD reserves the right to approve the selected consultants and the consultant contracts prior to execution.** The final contract will state that the consultant agrees to provide professional services in support of the **HUD Sustainable Communities Regional Planning Grant** for which the RI Statewide Planning Program is the Grantee. By signing the contract agreement, the consultant will confirm that it has reviewed the Terms and Conditions of the HUD Cooperative Agreement entered into with the State of Rhode Island and will comply with applicable provisions. For more information, please see the attached FAQ.

Further, any respondent to this RFP should be aware of a concurrent and parallel effort to establish a baseline data analysis and assessment for social equity in the State of Rhode Island. This work will be conducted by PolicyLink, a national research institute committed to advancing economic and social equity, which has contracted with HUD to provide technical assistance to Sustainable Communities grantees. The Equity Analysis developed by PolicyLink, which will have a strong emphasis on economic development related indicators, and the deliverables of this RFP will together serve to inform our broader work on economic development, housing, social equity, growth centers, etc. as the State develops its RPSD.

The economic development planning component of the RPSD will seek to answer the question of why Rhode Island's economy continues to lag behind those of its neighboring states, the region, and the rest of the country. Through the data analysis and assessment described in this RFP, we ask respondents to help the State answer the following questions: What economic development indicators can Rhode Island influence or control? What can Rhode Island influence in partnership with its neighbors in the greater New England region? What indicators are out of our control? Knowing what we have the ability to influence will enrich our economic development planning process, and enable everyone to make better informed, data-driven policies and strategies. Tasks 1-6 below also include a series of more specific questions for each topic. These are questions we would like to address through the RPSD planning process. The questions should guide respondents towards compiling the types of data and information the State and its stakeholders need to consider and address them.

The successful respondent shall demonstrate their ability to satisfy the following specific outcomes:

## **1. Business Climate Analysis**

What this data will help us answer:

- What are the specific business climate factors for which Rhode Island scores poorly? For which does it score well or average?
- How does Rhode Island compare with Connecticut, Massachusetts and other states in the region?
- What is the story behind national business climate rankings? What are the various indicators used, and what do they really mean? Which indicators improve both our business climate AND our standards for quality of life, social equity, and a healthy environment? Which would sacrifice these for economic growth?

Analyze existing business climate reviews from the past three years, such as the Tax Foundation's State Business Tax Climate Index, Beacon Hill Institute's State Competitiveness Rankings, and Forbes Best States for Business to determine the reasons for Rhode Island's performance in these studies. Use previous analyses from the Rhode Island Public Expenditure Council as a starting point for the analysis, and build on work to establish basic data on the cost of doing business in Rhode Island compared to other states in the region. Determine the indicators used by each review and lay out the short- and long-term actions the state would need to take to improve its current rankings. The State intends to grow its business environment in a way that maintains high standards for development that equitably serves all our residents, protects the environment and builds on our assets. This analysis will help the State determine which indicators to improve, emphasizing those that further our standards of equitable growth as well as nurture our business environment. It will also help determine what data and information must be tracked and collected to provide a baseline from which to build future work.

## **2. Targeted Cluster Analysis and Validation**

What this data will help us answer:

- What are Rhode Island's most effective existing industry clusters based on number of employers, number of employees, average pay roll, benefits provided, taxes paid, profits earned, etc.?
- What industries are indigenously emerging as effective clusters, either locally or as part of a regional system, with an opportunity for strong growth in the coming years?
- What are the business climate, regulatory, workforce, siting, capital, and marketing challenges facing these industries in the Rhode Island context?

Identify Rhode Island's existing industry clusters, considering work done previously by RIEDC. Based on the state's economic development assets and strengths, determine existing and emerging indigenous candidate economic networks or clusters. Use standard NAICS codes whenever possible so that other existing data from the Department of Labor and Training and the Governor's Workforce Board may be integrated. Analyze the list of target networks/clusters and sub-clusters, and explain how these networks or clusters are either unique to Rhode Island, or complement/connect to rather than compete with successful or emerging networks and clusters in other New England states. Incorporate existing work by the Governor's Workforce Board and its Industry Partners into the inventory and analysis, including the Strategic Workforce Plan for Rhode Island (2009-2014) and the Biennial Employment and Training Plan (FY2014 and FY2015). Additionally, coordinate with PolicyLink's work on identifying industries with "high-opportunity" for meaningful, well-paid jobs accessible to our existing workforce. Note: a location quotient analysis alone will not be considered

responsive. Further, this work should compile both the number of firms/employers and the number of jobs/employees.

### **3. State Economic Development Regulatory Environment**

What this data will help us answer:

- Is the Rhode Island regulatory landscape an impediment to establishing or expanding businesses in Rhode Island? If so, are some types of businesses more affected by this than others?
- How does our regulatory climate compare with that of Connecticut, Massachusetts and other states in the region? Are there new or emerging regulatory policies and /or practices that incentivize and promote business growth?
- To what extent do disparate municipal regulations impede economic growth?

In coordination with the RIEDC Office of Regulatory Reform (soon to be the Office of Regulatory Reform in the Office of Management and Budget), inventory and assess Rhode Island's existing economic development regulatory environment. Identify existing strengths as well as inefficiencies and inconsistencies within existing regulations. Note that while this analysis will be done at the State level, it must ultimately align with similar analyses at the municipal level.

### **4. Financial Resource Assessment**

What this data will help us answer:

- Is private capital any more or less accessible in Rhode Island than it is in Connecticut, Massachusetts and other states in the region? If so, why? And what factors are within the State's control to change?
- What level of public financing would be necessary to fill any gaps in private financing?
- What other non-traditional financial resources are being employed successfully around the region and elsewhere?

Inventory and evaluate existing financial resources and funding mechanisms from various federal, state and municipal sources. The analysis should consider how well existing programs work together and what leverage they provide. Make recommendations of other funding resources available to fuel economic growth in Rhode Island. Assess the capital environment in the state, including firms' access to private capital.

### **5. Marketing Analysis**

What this data will help us answer:

- What assets does Rhode Island possess that are marketable to our strongest clusters and potential clusters? Are these industries most likely to respond to quality of life/quality of place attributes, physical infrastructure assets, or the regulatory environment? What are the needs of these clusters in regard to land use, and where does Rhode Island have the physical capacity and infrastructure to support business growth?
- What type of marketing structure would allow the state to attract business to Rhode Island as a whole, while still celebrating the qualities of specific cities and towns throughout the state?
- What types of marketing strategies are most effective for the employers we seek to attract? How do we target our marketing dollars to have the greatest impact? Can marketing be used to encourage "home-grown" entrepreneurs as well as existing businesses?

Understanding Rhode Island's assets and strengths is one thing – celebrating and marketing them, both internally and externally, is quite another. Identify and assess existing state, regional and municipal business marketing efforts. The analysis should consider the various entities responsible for marketing, the messages conveyed, and the audiences targeted.

## **6. Economic Development Assessment Report**

Assemble the data analysis and assessment into a single, written report that describes and analyzes Rhode Island's existing economic development assets and challenges. It must be suitable for use as the basis for the development of both short-term economic development strategies and a separate but related long-term economic development plan.

Deliverables shall include, but are not limited to:

- Written analysis of Rhode Island's performance on business climate reviews, the indicators used in these reviews, and actions the State could choose to make to improve its rankings.
- List of target networks/clusters and sub-clusters (starting with the infrastructure hubs previously identified by RIEDC and the Industry Partners identified by the Governor's Workforce Board). Written analysis of each of the targeted industry networks/clusters and sub-clusters.
- Inventory and assessment of Rhode Island's existing state economic development regulations. Recommendations on how to advance this task in a long-term economic development strategy.
- Written report that includes an inventory and assessment of existing federal, state and municipal financial resources and funding mechanisms.
- Written report that describes and assesses Rhode Island's (state and municipal) existing economic development marketing efforts and suggests ways they can be improved. Recommendations on how to advance this task in a long-term economic development strategy.
- Final written report, including economic development inventories, analyses, and assessments in printed (25 copies) and digital formats (Adobe InDesign or .pdf format).

Proposal consideration will be measured based upon the following criteria and point scale:

- **Project Approach and Understanding of Work (35 pts.).** Project approach including the proposed work plan and timeline as well as a demonstrated understanding of the tasks described in the scopes of work, the HUD Sustainable Communities Regional Planning Program objectives, and the Rhode Island context.
- **Relevant Experience and Expertise (35 pts.).** Capacity of the consultant team to manage the project effectively based on its experience in Rhode Island and in managing multidisciplinary projects of similar size, scope, and complexity. Experience with the development of regional, long-term economic development visions, goals, and strategies. Past performance as reflected by the evaluation of private persons and officials of other government entities that have retained the services of the firm will be considered strongly.
- **Capacity, Resources, and Level of Effort to Accomplish Tasks (20 pts.).** Ability to perform the services as reflected by workload and the availability of adequate personnel, equipment, and facilities to perform the services expeditiously. Include a list of all staff and sub-consultants and the hours or percentage of time they will spend on the project by task.
- **Cost of Proposal and Estimated Date of Completion (10 pts.).**

Note: We expect proposals to range from \$30,000 to no more than \$60,000.

- Consultant teams are encouraged to work with capable **local firms, including minority and women-owned firms**, wherever possible and appropriate.

The actual scope of any work will be negotiated in a contract between the Corporation and the firm(s) deemed to be the most qualified. **Please note that time is of the essence for this project, with a completion deadline of February 8, 2013.**

In order to be considered responsive, firms shall submit, at a minimum, the following as part of their Proposal:

- Letter of transmittal signed by the authorized owner, officer or authorized agent of the firm with acknowledgment of understanding the terms of this request for proposals.
- An executive summary, outlining a brief history of the firm, the firm's current workload, its understanding of the project and the benefits the applicant will bring to the project.
- Identification of the project team and an organization chart. All requested information shall be provided for all subcontractors or collaborating firms.
- Listing and description of projects the firm(s) has been responsible for which demonstrate ability to perform all aspects of the Project. The description shall include the specific portion(s) of the project that the firm was responsible for completing.
- Listing of the respective qualifications of individual team members and their past experience on projects of this type.
- References that can verify the firm's capabilities around projects performed, project performance, management of budget/cost, schedule, and quality of deliverables.
- Documentation which demonstrates the firm(s) has the legal ability to perform the services in the State of Rhode Island.
- The submitted bid shall include the cost of all labor, research, presentations, materials, fees, taxes, delivery, and any other associated costs required to provide a finished product. The budget shall be broken out per each task and related deliverables described above.
- Timeline for deliverables (must conform to project completion deadline).
- Proposal document should be no more than 15 pages long (including cover), double-sided, and single-spaced in 11-point size, Times New Roman font.

One original and four copies of the submittal along with a digital copy on CD-Rom shall be delivered to:  
Rhode Island Economic Development Corporation  
315 Iron Horse Way, Suite 101  
Providence, RI 02908  
Attn: Judy Chong

A pre-proposal meeting will be held on November 13, 2012 from 11:00 AM to 12:00 PM at the RIEDC Offices (see address above), and all interested respondents are encouraged to attend. However, attendance is not a condition for consideration of an award.

Questions regarding this Request for Proposals will be accepted by e-mail at [jchong@riedc.com](mailto:jchong@riedc.com) or in writing to the address listed above on or before November 16, 2012. All inquiries with responses will be made available daily (until November 20, 2012) without the disclosure of the originator through postings on the RIEDC and State Purchasing websites.

Responses are due by **2:00 p.m. EDT on November 30, 2012**. Phone calls, electronic and late submissions will not be accepted.

The selected consultant will be expected to engage in weekly conference calls with RIEDC, SPP and any other stakeholders deemed necessary to ensure that work is being completed according to this scope and on time.

The Corporation reserves the right to terminate the Project prior to entering into any negotiated contract with any qualified firm or firms pursuant to this request for Proposals, and by responding hereto, no firms are vested with any rights in any way whatsoever.

**ATTACHMENT B**  
**U.S. DEPARTMENT OF COMMERCE -ECONOMIC DEVELOPMENT**  
**ADMINISTRATION**  
**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES (CEDs)**  
**SUMMARY OF REQUIREMENTS**

**Technical Requirements**

Pursuant to 13 C.F.R. § 303.7, a Planning Organization must include the following information in a CEDs submitted to EDA—

- 1. Background:** The CEDs must contain a background of the economic development situation of the region that paints a realistic picture of the current condition of the region. This background must include a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment, and other pertinent information.
- 2. Analysis of Economic Development Problems and Opportunities:** The CEDs must include an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy. This analysis must:
  - Incorporate relevant material from other government-sponsored or supported plans and demonstrate consistency with applicable State and local workforce investment strategies.
  - Identify past, present, and projected future economic development investments in the region.
  - Identify and analyze economic clusters within the region.
- 3. CEDs Goals and Objectives -Defining Regional Expectations:** The CEDs must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the region. Any strategic project, program, or activity identified in the CEDs should work to fulfill these goals and objectives.
  - Goals are broad, primary regional expectations.
  - Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five (5) year time frame of the CEDs.
- 4. Community and Private Sector Participation:** The CEDs must include a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDs. Public and private sector partnerships are critical to the implementation of the CEDs.
- 5. Strategic Projects, Programs and Activities:** The CEDs must contain a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDs. This section should identify and describe:
  - **Suggested Projects:**
    - All suggested projects, programs and activities and the projected number of jobs to be created as a result.

- Lead organizations responsibilities for execution of the projects.

**Vital Projects:**

- A prioritization of vital projects, programs, and activities that address the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments. These can be overarching "themes" for regional economic development success and is expected to include components.
- Funding sources should not be limited to EDA programs.

**6. CEDS Plan of Action:** The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that:

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

**7. Performance Measures:** The CEDS must contain a section that lists the performance measures used to evaluate the successful development and implementation of the CEDS, including but not limited to the:

- Number of jobs created during implementation of the CEDS;
- Number and types of investments undertaken in the region;
- Number of jobs retained in the region;
- Amount of private sector investment in the region; and
- Changes in the economic environment of the region.

These are not meant to be the only performance measures for the CEDS. Most organizations developing a CEDS will benefit from developing additional quantitative and qualitative measures that will allow them to evaluate progress toward achieving the goals identified as important in their regions.



**ADDITIONAL INFORMATION RELATED TO THIS SOLICITATION IS POSTED, AND ACCESSIBLE, AS DISK BASED.**

## **Disk Based Bidding Information**

### **File Format**

All disk based bid files are ZIP files that you can open using the WinZip 8.1 software. The ZIP file will contain one or more files based on the type of Bid/RFP.

### **Downloading the Disk Based Bid**

Bids that have a file for download are marked with a “D” in the Info field of the bid search results. The “D” will be an active link to the WinZip file until the bid reaches its opening date. Clicking on the active “D” link will allow you to open or save the ZIP file associated with the bid. Opening the WinZip file will download a copy to your computer’s temporary directory.

### **Opening the Disk Based Bid**

Once downloaded, you can open the ZIP file with WinZip and view the Microsoft Office files contained within the WinZip file. Immediately save (extract) the individual files to an appropriate directory on your computer, such as “Desktop” or “My Documents”.